

**2018
ANNUAL BUDGET
DOCUMENT**

**A
P
A
C
H
E

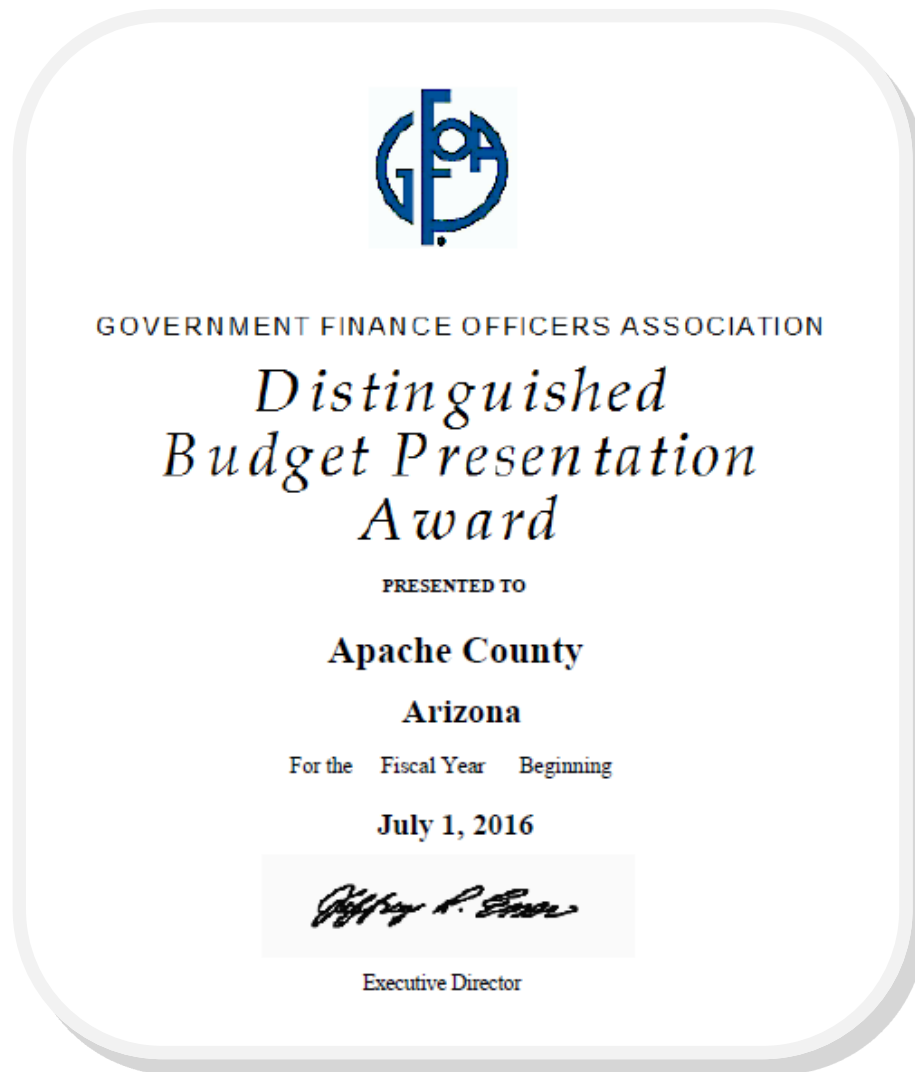
C
O
U
N
T
Y**

July 1, 2017—June 30, 2018





Apache County received its first Distinguished Budget Presentation Award for the Annual Budget beginning July 01, 2013. On October 7, 2014, Brian Wright, a Board Member of the GFOAZ, presented the award to the Apache County Board of Supervisors.



The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to Apache County, Arizona for the Annual Budget beginning July 01, 2016. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.



BUDGET RESOLUTION

JOE SHIRLEY, JR.
CHAIRMAN OF THE BOARD
DISTRICT I
P.O. Box 1952, Chinle, AZ 86503

ALTON JOE SHEPHERD
MEMBER OF THE BOARD
DISTRICT II
P.O. Box 994, Ganado, AZ 86505

DOYEL SHAMLEY
VICE CHAIR OF THE BOARD
DISTRICT III
P.O. Box 428, St. Johns, AZ 85936

BOARD OF SUPERVISORS
OF APACHE COUNTY

P.O. BOX 428
ST. JOHNS, ARIZONA 85936

TELEPHONE: (928) 337-7503
FACSIMILE: (928) 337-2003



DELWIN P. WENGERT, MANAGER-CLERK
ST. JOHNS, AZ 85936

APACHE COUNTY RESOLUTION FOR THE ADOPTION OF
THE BUDGET FISCAL YEAR 2017-2018
RESOLUTION NO 2017-11

WHEREAS, in accordance with the provisions of Title 42 Chapter 17, Articles 1-5, Arizona Revised Statutes (A.R.S.), the Board of Supervisors did, on July 5, 2017, make an estimate of the different amounts required to meet the public expenditures/expenses for the ensuing year, also an estimate of revenues from sources other than direct taxation, and the amount to be raised by taxation upon real and personal property of Apache County, and

WHEREAS, in accordance with said sections of said title, and following due public notice, the Board met on July 5, 2017, at which meeting any taxpayer was privileged to appear and be heard in favor of or against any of the proposed expenditures/expenses or tax levies, and

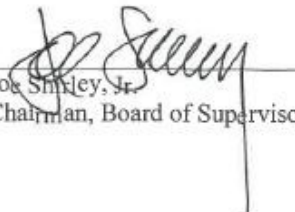
WHEREAS, it appears that publication has been duly made as required by law, of said estimates together with a notice that the Board would meet on August 7, 2017, at the office of the Board for the purpose of hearing taxpayers and making tax levies as set forth in said estimates, and

WHEREAS, it appears that the sums to be raised by taxation, as specified therein, do not in the aggregate amount exceed that amount as computed in A.R.S. §42-17051(A),

THEREFORE, BE IT RESOLVED, that said estimates of revenues and expenditures/expenses shown on the accompanying schedules as now increased, reduced or changed by and the same are hereby adopted as the budget of Apache County for the fiscal year 2017-2018.

Passed and adopted by the Board of Supervisors of Apache County, this 7th day of August 2017.

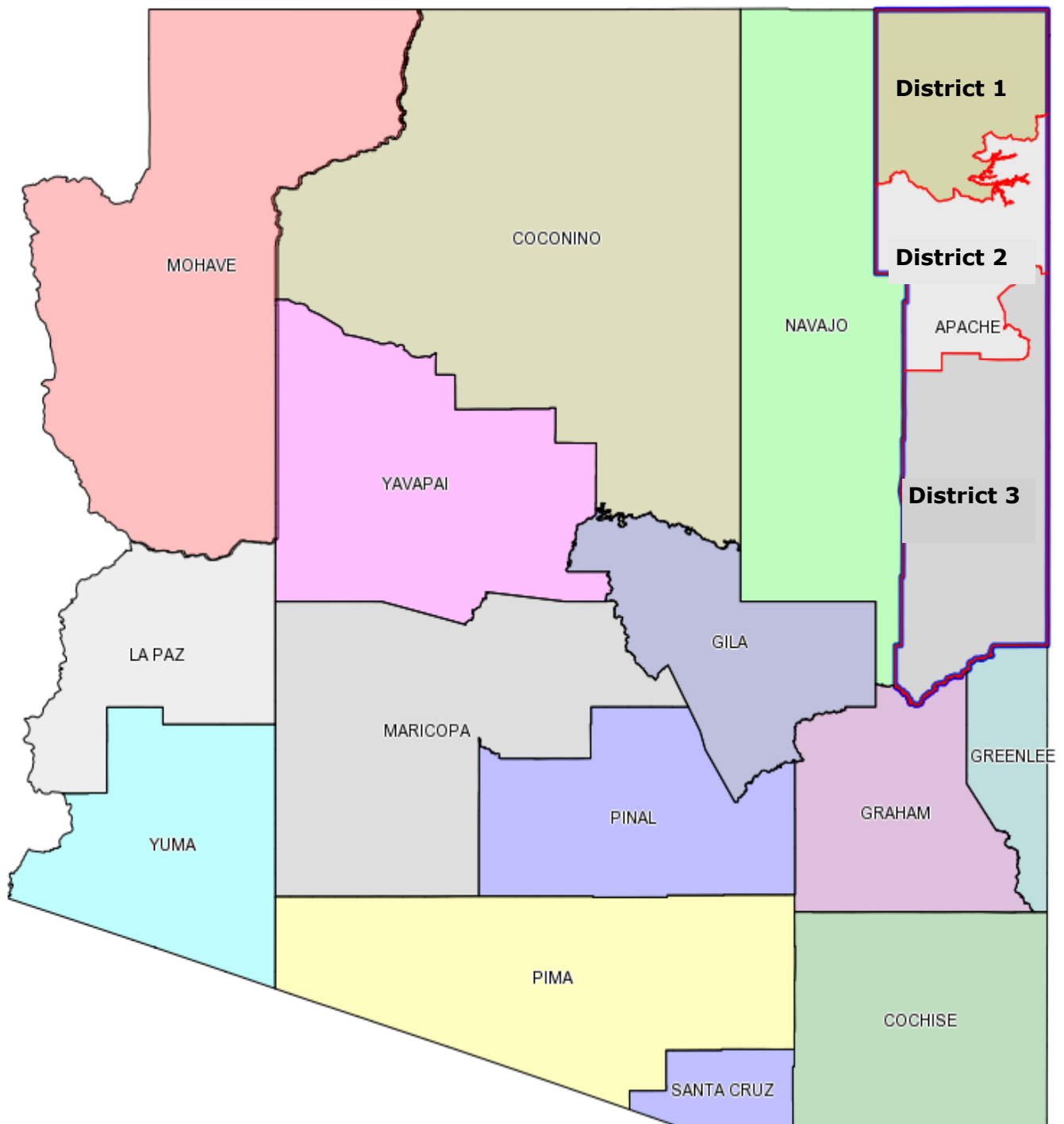
ATTEST:


Joe Shirley, Jr.
Chairman, Board of Supervisors


Delwin Wengert
Clerk of the Board



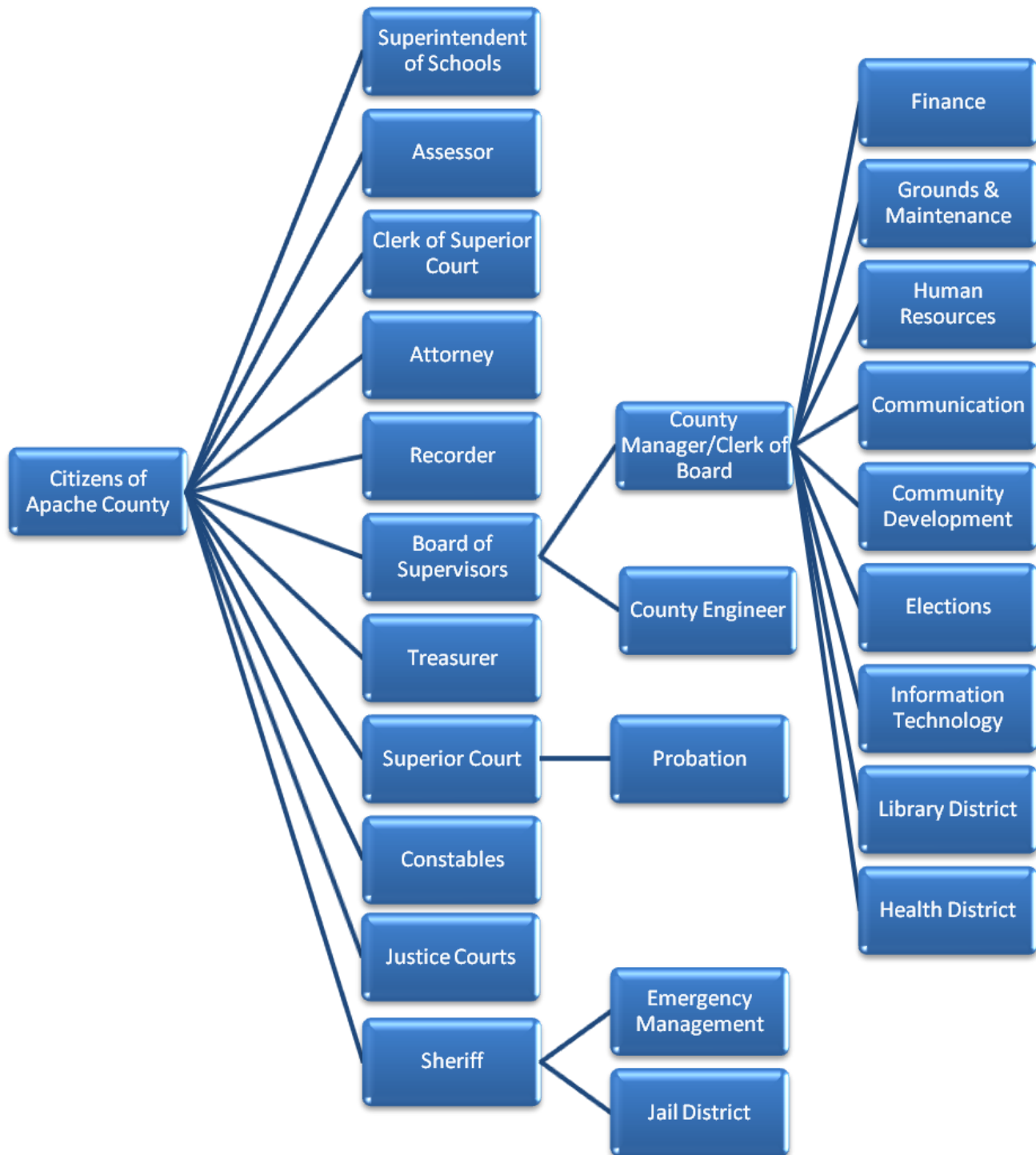
DISTRICT MAP



District 1 - Joe Shirley, Jr. District 2 - Alton Joe Shepherd District 3 - Doyel Shamley



ORGANIZATIONAL CHART





COUNTY OFFICIALS

Board of Supervisors

District I Joe Shirley, Jr.
District II Alton Joe Shepherd
District III John Doyel Shamley
County Manager/ Clerk of the Board..... Delwin Wengert

Elected Officials

Clerk of the Superior Court..... Annell Hounshell
Constables:
 Chinle..... Vacant
 Puerco..... Charli Anderson
 St. Johns..... Vacant
 Round Valley..... Roger S. Curtis
County Assessor..... Rodger Dahozy
County Attorney Michael B. Whiting
County Recorder Edison J. Wauneka
County Sheriff Joseph Dedman, Jr.
County Superintendent of Schools..... Robert Williams
County Treasurer Marleita Begay
Justice of the Peace:
 Chinle..... Victor Clyde
 Puerco..... Jay Yellowhorse
 Round Valley..... Marsha Gregory
 St. Johns..... Butch L. Gunnels
Superior Court Michael Latham

Appointed Department Heads

Building and Maintenance..... RD Stradling
Communications..... Robert MacKenzie
Community Development..... Devin Brown
Data Processing/IT..... Ben Dugdale
Elections..... Angela Romero
Engineering/GIS..... Ferrin Crosby
Finance..... Ryan N. Patterson
Health District..... Chris Sexton
Human Resources..... Glenn Joy
Library District..... SuAnn Stradling-Collins
Probation Services..... Paul Hancock
Public Fiduciary..... Bonnie Stallings



MISSION STATEMENT

Our mission is to serve our citizens through efficient allocation of resources and services, develop cooperative working relationships with communities and governments, and encourage residents and visitors to enjoy the diverse cultural heritage and abundant outdoor activities this County has to offer.

VISION STATEMENT

We envision a future where residents are healthy and successful and where our communities are safe and vibrant. We will strive to meet and exceed expectations by engaging people and communities in developing innovative solutions to challenges. We will be a diverse learning organization. We will partner with others to enhance the quality of life in Apache County and the region.





TABLE OF CONTENTS

Prefix

GFOA Distinguished Budget Award	2
Budget Resolution	3
Map of Supervisory Districts	4
Organization Chart	5
County Officials	6
Mission and Vision Statements	7
Table of Contents	8

Transmittal Letter

9

Community Profile

History	14
Statistics	15
Major Employers/Taxpayers	17
Tourism	18

County Leadership

20

Department Profiles

33

Budget Summary

Policies that Guide the Budget	109
Basis of Budgeting and Accounting	128
Budget Process	128
Fund Types	130
Fund Balance	131
Revenue and Expenditure Analysis	134
Capital Expenditures	141
Debt Schedules	142

County Personnel

145

Tax Rates/Levies

148

Budget Schedules A-G

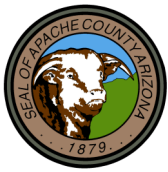
153

Glossary

168



LETTER TO THE CITIZENS OF APACHE COUNTY



TRANSMITTAL LETTER

JOE SHIRLEY, JR.
MEMBER OF THE BOARD
DISTRICT I
P. O. Box 1952, Chinle, AZ
86503

TOM M. WHITE, JR.
CHAIRMAN OF THE BOARD
DISTRICT II
P.O. Box 994, Ganado, AZ
86505

Doyel Shirley
VICE-CHAIR OF THE BOARD
DISTRICT III
P.O. Box 428, St. Johns, AZ 85938

BOARD OF SUPERVISORS
OF APACHE COUNTY

P.O. BOX 428
ST. JOHNS, ARIZONA 85938

TELEPHONE: (928) 337-7503
FACSIMILE: (928) 337-2003



October 26, 2017

Dear Citizens of Apache County,

We are pleased to present to you the 2017-2018 Annual Budget. The Annual Budget outlines the programs and services provided by the County to the citizens of Apache County. Therefore, the annual budget is one of the most important decisions the Board of Supervisors make each year to determine the projects and services to be funded or unfunded, service levels provided to the citizens and the expenditure with providing those services.

Arizona Revised Statutes §11.705 and §42-17101 — §42-17110 charges the county board of supervisors with the responsibility of passing a balanced budget each fiscal year. For fiscal year 2016-2017 Apache County Board of Supervisors has adopted a balanced budget based on our vision to:

1. Create an environment where our residents are healthy, successful and our community is safe and vibrant.
2. Engage our citizens and communities.
3. Diverse learning organization.
4. Enhance the quality of life in our region.

Throughout this budget document our departments and districts have identified their goals and achievements to directly contribute to the success of our vision.

Guidelines for Budget Development

As within recent years, challenges for the Apache County Board of Supervisors in fiscal year 2017-2018 focus on managing the continuing sluggish economy in Apache County. To provide direction and guidance to elected officials and department directors, the Board of Supervisors set guidelines:

1. Protect current employees.
2. No new employees unless individually approved by the Board.
3. Salary adjustments were dependent on economic factors.
4. No non-grant departmental budget increases with the exception of Employee Related Expenses (ERE).
5. Limited capital expenditures for vehicles and equipment.

Maintaining the financial position of the general fund continued to be a critical aspect of the budget process. To this end, non-grant department budget increases were again limited, while employee related expenditure increases have been accounted for in the budget. Finally, expenditures for capital equipment and vehicles have been restricted.



TRANSMITTAL LETTER

Entity-wide Goals

As the County looks forward, we are hopeful in achieving our budget priorities through the 2018 legislative session.

1. Eliminate requirements for counties to fund incarceration and treatment of Sexually Violent Persons housed at the Arizona State Hospital, returning the responsibility back to the state.

Since FY2010, the State has shifted a portion of these costs to help offset state revenue shortfalls. This policy has cost county taxpayers statewide approximately. Relieving county general funds of this burden will save counties more than \$3.4 million annually.

2. Secure in statute the county share of lottery revenues to support mandated county operations.

For more than 20 years, counties received a share of lottery revenues to help fund local services. The county distribution was eliminated in FY2011 during the financial crisis, removing \$7.65 million annually from local programs and services. Lawmakers restored the funding for FY14, FY15 and FY16, and it is critical they understand it must continue going forward.

3. Discontinue the practice of shifting local government's share of HURF to fund state agencies.

Since FY2009, more than \$369 million has been diverted from municipal and county road building and maintenance resources to fund state government operations. Stopping this diversion going forward will restore more than \$10.8 million annually to county road maintenance statewide.

The County plans to meet with State Representatives to emphasize the importance of these priorities to the citizens of not only Apache County, but counties statewide. Addressing these items will have a meaningful impact on county services. We are hopeful that they will be addressed in the state budget.

Outlook for the County

As in previous years, we continue to look forward with optimism. Over the last several years the state has negatively impacted the County for millions of dollars. Yet we continue to work in collaboration with elected officials and the Legislature to find solutions. We compliment the Board of Supervisors for their vision and adherence to the fiscal conservative operation policy over the past several years.

Finally, in discussing the 2017-2018 budget, it is good to look at the County's major accomplishments during the past year:

1. Implemented appraisal districts within the county to insure all property is to be appraised as prescribed by statute
2. Received GFOA Distinguished Budget Presentation Award
3. Managed a 57% increase in Jury Trials and a 30% increase in jurors over the previous year.
4. Purchased new election equipment from Election Systems & Software
5. A four-person team of medical professionals was formed to cover Alternate Medical Examiner duties.
6. Improved network reliability to the Sheriff, Courts, Clerk, and Human Resources by implementing a mesh network to the Sheriff/Court in St. Johns.
7. Increased circulation of OverDrive by 26%.
8. Probation fee collections increased by 13%.
9. By participation in the Fine and Restitution Enforcement Program (FARE), collection of \$36,211 from July 2015 through June 2016, from those defendants who have failed to comply with the Court's orders to pay fines, fees and restitution.
10. Established the Chinle Voter Outreach Office within the District I office compound which also served as an Early Voting site on full time basis for all county elections to better serve the Navajo People.
11. The Apache County Division of Emergency Management also purchased a mass notification public information system (Ready Apache County), with the help of grant funding. This system allows members of the public to be accurately and quickly notified of an emergency situation,



TRANSMITTAL LETTER

by pushing out vital information in a timely fashion. This system has the potential to save lives and is vital to public safety.

12. Arranging and implementing a multi-school video conferencing system so districts may participate in face-to-face conferencing and professional development opportunities in an effort to cut down on travel times;
13. The Court has begun to introduce several different community outreach programs within Apache County, including juror appreciation as well as mock trial competitions for high school level students. These programs provide the public with a better understanding of the courts and the judicial branch of government.

Table 1

Current Budget Impacts	Statewide Impact	Apache
HURF Shifts	(\$97,197,500)	\$237,312)
Program Shifts	(\$62,371,631)	\$274,440)
<i>Estimated Fiscal Impact</i>	<i>(\$74,668,906)</i>	<i>/\$511,752)</i>

Apache County remains optimistic even though the State Legislature projects a slow downward trend over the next few years. We observe the positive statistics in the housing market, consumer confidence and unemployment rates. We continue to work in collaboration with elected officials and the Legislature to overcome budget issues and provide the highest level of services feasible to our citizens of Apache County.

Sincerely,

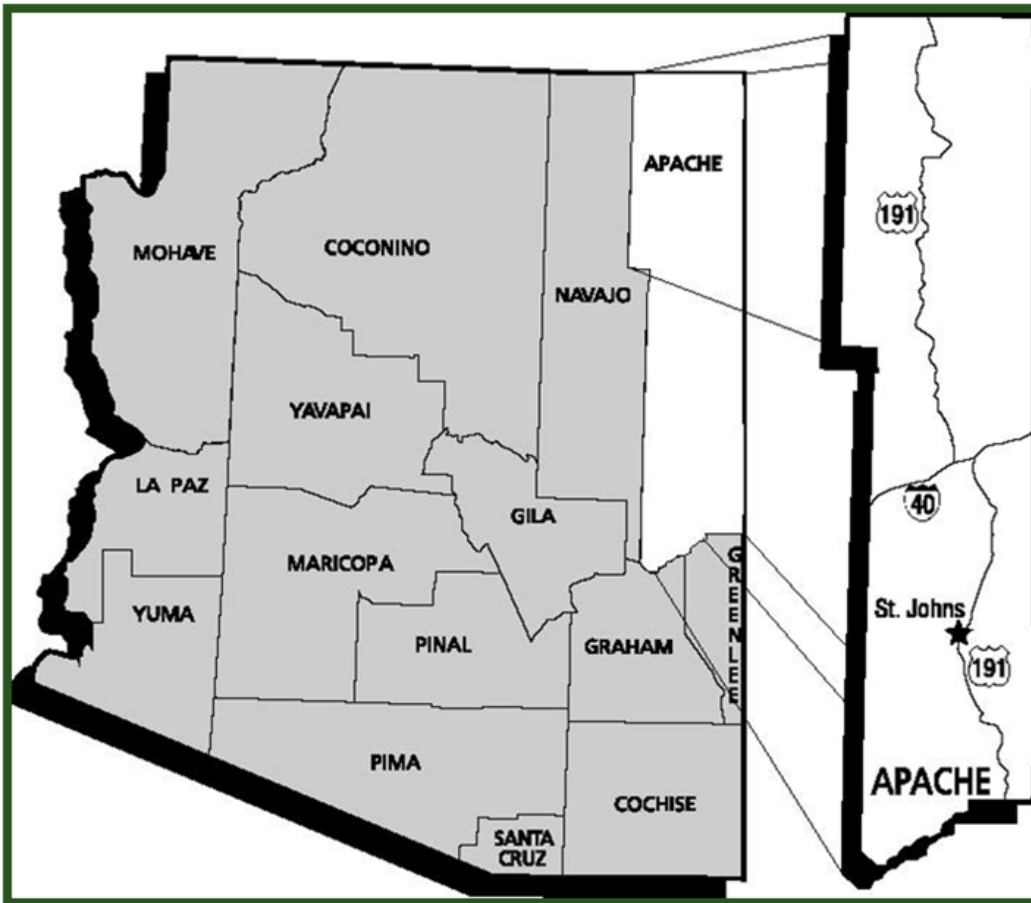
Ryan N. Patterson
Interim County Manager



COMMUNITY PROFILE



COMMUNITY PROFILE

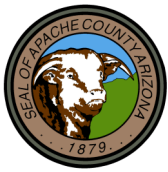
**HISTORY**

Apache County was carved from Yavapai County — one of Arizona's original four counties — on Feb. 24, 1879, by the 10th Territorial Legislative Assembly. Leaders of St. Johns and Globe had petitioned for their towns to be the county seat, but the honor went temporarily to Snowflake, with the provision that an election would determine the permanent county seat. In November 1879, on the strength of votes from the mining town of Clifton (now in Greenlee County), St. Johns was designated the county seat.

Originally, Apache County encompassed all of present-day Navajo County, part of Gila County and part of Graham County, but by 1985 its size had been reduced to the 11,216 square miles it occupies today. The Apache and Navajo Indian Reservations cover more than 65.4 percent of the county, and 25 percent of the state's Native Americans live here. Approximately 21 percent is public land, and 13.2 percent is privately owned. All of Apache County is an Enterprise Zone.

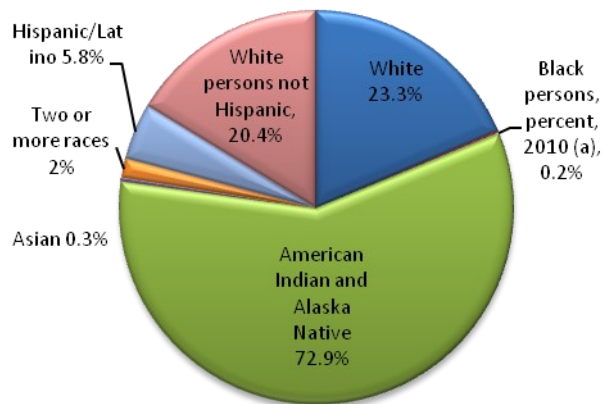
The forested White Mountains and green pastures in the south of the county contrast sharply with the high, dry, colorful plateau region of the north. Excellent fishing, hunting and skiing make the White Mountains a year-round recreation area. Numerous archaeological sites are open to the public.

Fort Defiance, Arizona's first military post, the Town of Ganado, and Hubbell's famous trading post (now a National Historic Site) are located in northern Apache County on the Navajo Reservation. Chinle, another Indian trade center, is the gateway to the spectacular Canyon de Chelly National Monument. Also in Apache County are the spectacular Petrified Forest National Park and the Painted Desert, Window Rock, the Navajo tribal capital, and Casa Malpais Archaeological site. The Apache Indian Reservation, located in the White Mountains around the settlement of Fort Apache, includes 25 excellent fishing lakes, the renowned Sunrise Park Ski Resort for outdoor recreation, as well as the famous Hon-Dah casino.



COMMUNITY PROFILE

Apache County Population Composition

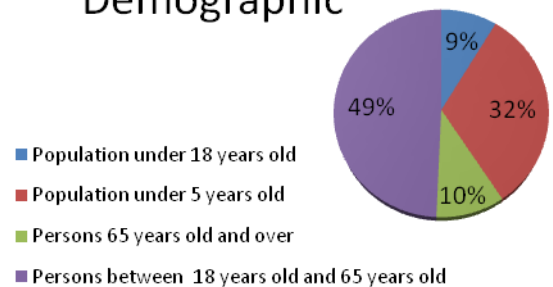


*Source: U.S. Census

	POPULATION		
	1990	2000	2010
Arizona	3,665,228	5,130,607	6,392,017
Apache County	61,591	69,423	71,518
Communities			
Alpine	N/A	N/A	145
Chinle	7,000	5,366	4,518
Concho	N/A	N/A	38
Eagar	4,025	4,033	4,885
Ganado	N/A	N/A	1,210
Greer	N/A	N/A	41
Kayenta	N/A	N/A	5,189
McNary	N/A	N/A	528
St. Johns	3,294	3,269	3,480
Springerville	1,802	1,972	1,961
Window Rock/Fort Defiance	N/A	N/A	3,624

Source: U.S. Census Bureau

Apache County Age Demographic



*Source: U.S. Census

Geography QuickFacts (2010)

	Apache County	Arizona
Land area in square miles	11,198	113,594
Persons per square mile	6	56

*Source: U.S. Census

APACHE COUNTY LABOR FORCE 2017

	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
Total Civilian Labor Force	20,163	19,899	20,068	19,763	19,982	20,009	19,760	19,896	-	-	-	-
Total Employment	17,806	17,811	17,953	17,860	17,966	17,728	17,384	17,826	-	-	-	-
Total Unemployment	2,357	2,288	2,115	1,903	2,016	2,281	2,376	2,070	-	-	-	-
Unemployment Rate	11.7%	11.5%	10.5%	9.6%	10.1%	11.4%	12.0%	10.4%	-	-	-	-

*Laborstats.az.gov



COMMUNITY PROFILE

Housing Status	
(in housing units unless noted)	
Total	32,514
Occupied	22,771
Owner-occupied	17,124
Population in owner-occupied (number of individuals)	52,533
Renter-occupied	5,647
Population in renter-occupied (number of individuals)	18,044
Vacant	9,743
Vacant: for rent	705
Vacant: for sale	219
Vacant: for seasonal/recreational /occasional use	5,621

*Source U.S. Census Bureau

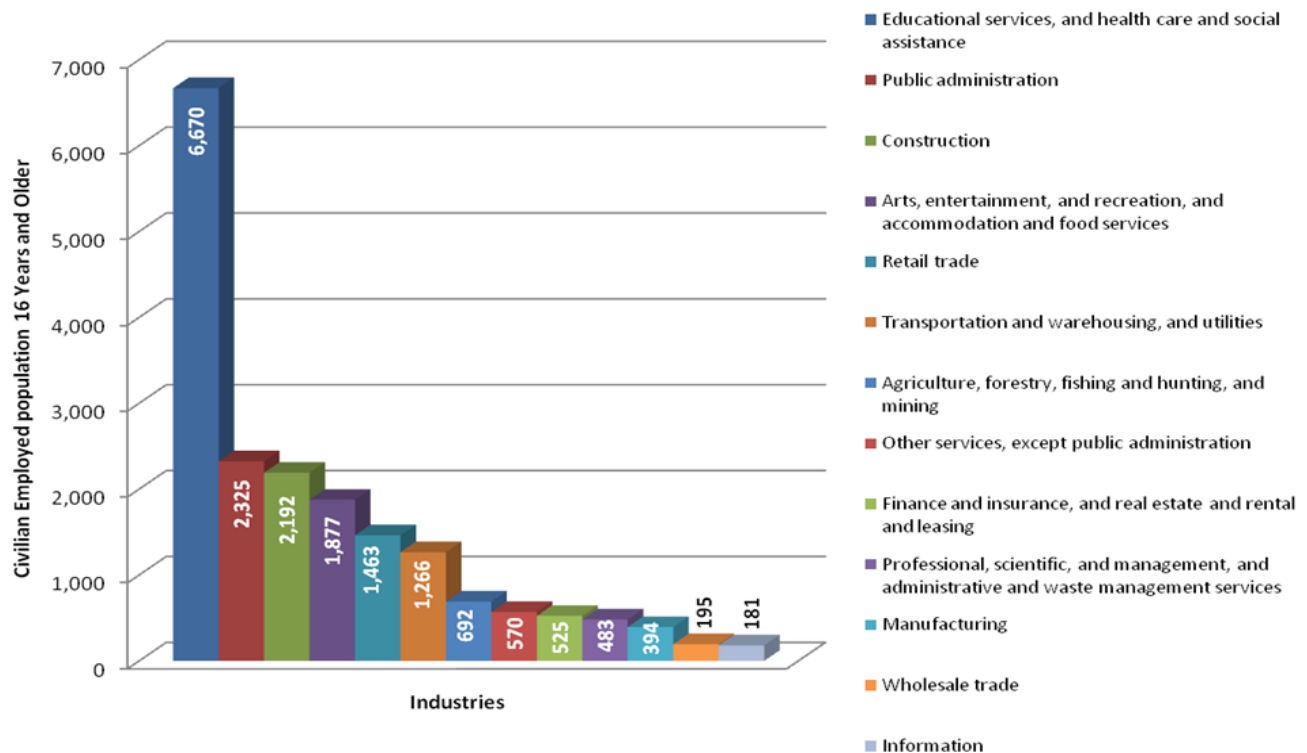
Apache County Education		
	Apache County	Arizona
High school graduates	72%	85%
Bachelor's degree or higher	10%	26%
*Percent of Persons age 25+, 2006-2010		

*Source U.S. Census Bureau

Apache County Income Statistics		
	Apache County	Arizona
Median household income (2006-2010)	\$30,184	\$50,448
Per capita money income in past 12 months (2010)	\$12,294	\$25,680

*Source U.S. Census Bureau

Apache County Industry Statistics



*Source: U.S. Census Bureau



COMMUNITY PROFILE

2017 Top Taxpayers

Apache County Assessor

Authority: 02000 - APACHE COUNTY as of: 09/20/2017

Owner Name	LPV	Primary Assessed	FCV	Secondary Assessed	Estimated Total Tax
All Tax Areas					
TRI-STATE GENERATION & TRANSMISSION	715,466,000	128,783,881	715,466,000	128,783,881	6,669,963.26
UNISOURCE ENERGY CORPORATION	652,187,807	117,393,805	652,187,807	117,393,805	6,246,871.76
KINDER MORGAN	88,648,253	15,956,685	88,648,253	15,956,685	1,769,535.98
TRANSWESTERN PIPELINE COMPANY LLC	74,539,479	13,417,106	74,539,479	13,417,106	1,461,784.82
ALTERNA SPRINGVILLE, LLC	75,349,000	13,562,820	75,349,000	13,562,820	702,386.78
BNSF RAILWAY COMPANY	47,917,342	7,187,602	53,703,841	8,055,577	665,195.50
NAVAJO COMMUNICATIONS CO INC	18,433,607	3,318,050	18,433,607	3,318,050	330,954.72
NAVOPACHE ELECTRIC CO-OP INC (T&D)	19,833,924	3,570,107	19,833,924	3,570,107	265,197.18
PREFERRED SANDS PROCESSING LLC	11,449,336	2,032,170	11,449,336	2,032,170	198,786.86
ARIZONA PUBLIC SERVICE COMPANY	10,798,908	1,943,803	10,798,908	1,943,803	176,330.86
ENTERPRISE PRODUCTS OPERATING LLC	11,422,152	2,027,277	11,422,152	2,027,277	132,421.74
SMITH BAGLEY INC	7,630,108	1,373,420	7,630,108	1,373,420	127,871.90
LDVF1 TEP LLC (SPRINGVILLE)	12,991,000	2,338,380	12,991,000	2,338,380	121,182.72
UNISOURCE ENERGY CORPORATION (REE)	11,871,673	2,136,901	11,871,673	2,136,901	110,332.48
CITIZENS TELECOMM OF WHITE MTNS	8,617,310	1,551,116	8,617,310	1,551,116	105,684.48
NACOGDOCHES OIL AND GAS / DINEH-BI-KEYAH INTERESTS	5,834,221	1,050,160	5,834,221	1,050,160	85,477.78
VERIZON WIRELESS	5,997,012	1,079,462	5,997,012	1,079,462	76,817.08
TABLETOP TELEPHONE CO INC	3,582,415	644,834	3,582,415	644,834	63,101.12
BABA INV., LLC	5,724,026	801,104	5,728,700	801,571	48,718.94
CORONADO REFINED COAL LLC	3,799,285	655,161	3,799,285	655,161	46,139.06
COMMNET WIRELESS LLC	2,419,717	435,549	2,419,717	435,549	43,090.84
EL PASO ELECTRIC CO (T&D)	3,911,150	704,007	3,911,150	704,007	39,552.52
ROCKY MOUNTAIN PROPERTIES & INVESTMENT CO LLC	1,744,119	313,941	2,070,167	372,630	29,378.28
PUBLIC SERVICE COMPANY OF NEW MEXICO (T&D)	2,393,737	430,873	2,393,737	430,873	28,719.22
ABN PARTNERS LLLP	2,007,082	361,275	2,312,889	416,321	27,391.52

APACHE COUNTY MAJOR EMPLOYERS

Employer	Locations	Employment Type
Chevron Mining Company	Window Rock	Mining
Ft. Defiance Hospital	Ft Defiance	Health Services
Indian Health Services	Ft. Defiance/Chinle	Health Services
Navajo Communications Co.	Window Rock	Phone Communications
Navajo Nation	Window Rock	Governmental
Navajo Tribal Utility Authority	Navajo Nation	Utility
Sage Memorial Hospital	Ganado	Health Services
Salt River Project Coronado Generating Station	St. Johns	Power
Tucson Electric Power	Springerville	Power
White Mountain Community Hospital	Springerville	Health Services



TOURISM



Hubbell Trading Post

Ganado is home to the oldest continuously operating trading post on the Navajo Reservation, the Hubbell Trading Post. Now a National Historic Site, the trading post offers visitors a chance to experience a piece of history. Today, the non-profit Western National Parks Association maintains the trading traditions established by the Hubbell family. The trading post continues to sell high quality Native American crafts along with various sundries.

Canyon de Chelly

Reflecting one of the longest continuously inhabited landscapes of North America, the cultural resources of Canyon de Chelly include distinctive architecture, artifacts, and rock imagery. Canyon de Chelly also sustains a living community of Navajo people, who are connected to a landscape of great historical and spiritual significance. Canyon de Chelly is unique among National Park service units, as it is comprised entirely of Navajo Tribal Trust Land that remains home to the canyon community. NPS works in partnership with the Navajo Nation to manage park resources and sustain the living Navajo community.



Lyman Lake



Created as an irrigation reservoir by damming the Little Colorado River, Lyman Lake State Park is a 1,200-acre park that encompasses the shoreline of a 1,500-acre reservoir at an elevation of 6,000 feet. It is fed by snowmelt from the slopes of Mount Baldy and Escudilla Mountain, the second and third highest mountains in Arizona. Summer days, with temperature highs in the 80's to low 90's, are perfect for fishing, swimming, leisure boating, water-skiing, hiking or just plain relaxing. Besides providing recreational opportunities, the park offers a glimpse of prehistory of Arizona with Rattlesnake Point Pueblo and the Petroglyph Trail.



TOURISM

Petrified Forest

With one of the world's largest and most colorful concentrations of petrified wood, multi-hued badlands of the Painted Desert, historic structures, archeological sites, native grassland, and displays of over 200-million-year-old fossils, this is a surprising land of scenic wonders and fascinating science. Over 13,000 years of human history and culture are found at Petrified Forest National Park. From prehistoric peoples to early explorers, from the Civilian Conservation Corps to Historic Route 66, the park has many stories to tell.



Four Corners

The Four Corners Monument marks the only place in the United States where four states intersect at one point: Arizona, New Mexico, Utah and Colorado. The original marker erected in 1912 was a simple cement pad, but has since been redone in granite and brass. The Visitor Center is open year round, and features a Demonstration Center with Navajo artisans.

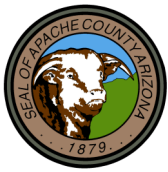
Apache and Sitgreaves National Forests

The Apache-Sitgreaves National Forests, administered as one national forest, encompass over two million acres of magnificent mountain country in east-central Arizona. The Sitgreaves National Forest was named for Captain Lorenzo Sitgreaves, a government topographical engineer who conducted the first scientific expedition across Arizona in the early 1850's. In the Sitgreaves, the major attractions are the Mogollon Rim and eight cold-water lakes. From the Mogollon Rim's 7,600-foot elevation, vista points provide inspiring views of the low lands to the south. The Apache National Forest ranges in elevation from 3,500 feet to nearly 11,500 feet and is named for the tribes that settled in this area. The area from Mount Baldy east to Escudilla Mountain is often referred to as the White Mountains of Arizona.





COUNTY LEADERSHIP



ELECTED OFFICIALS

DISTRICT I SUPERVISOR: JOE SHIRLEY, JR

Apache County Supervisor Joe Shirley, Jr., 67, was first elected Apache County Supervisor in 1984 and served for 18 years, resigning when he became president of the Navajo Nation in January 2003. He was elected supervisor again in November 2012 after completing his second term as Navajo Nation president in January 2011. In 2006, he became the first Navajo president re-elected in 28 years.

Supervisor Shirley is a 1966 graduate of Chinle High School in Chinle, Arizona. He earned an Associates of Art Degree in 1968 from Magic Valley Christian College in Albion, Idaho. He obtained a BS in Business in 1973 from Abilene Christian University in Abilene, Texas. In November 2007, the university recognized him as a distinguished alumnus, and in April 2009 celebrated him with "Joe Shirley, Jr., Day" on campus. In 1978, Supervisor Shirley earned a Master of Social Work Degree from Arizona State University in Tempe, Arizona. In December 2005, he was awarded an Honorary Doctorate of Humane Letters from Northern Arizona University in recognition of his then-37 years of public service to the Navajo people and the people of Apache County.



Supervisor Shirley served on Navajo Nation Council from 1986 to 1999 where he was the chairman of the Labor and Manpower Committee, the Advisory Committee from 1987 to 1991, chairman of the Tax Commission from 1991 to 1995, and member of the Intergovernmental Relations Committee and chairman of the Ethics and Rules Committee from 1995 to 1998. In 1996, he was appointed to the Board of Directors of the National Association of Counties in Washington, D.C. This organization comprises more than 3,000 counties throughout the United States. In 1997, he served as a member of the Advisory Committee to the President's Commission of Sustainable Communities in Washington, D.C., and from 1985 to 1991 was a member of the Public Lands Committee. Dr. Shirley has served as co-chair of both the Bureau of Indian Affairs Tribal Budget Advisory Council and the Sovereignty Protection Initiative. In professional life, Supervisor Shirley worked in social services for 16 years. From 1983 to 1984, he served as Executive Director of the Navajo Nation Division of Social Services.

Through the years, Supervisor Shirley has been the recipient of numerous awards and appointments recognizing his leadership in public life. In 2009, he was appointed to the national Homeland Security Advisory Council under the Department of Homeland Security. In 2007, he was awarded a distinguished alumnus citation by his alma mater, Abilene Christian University. In 2005, he received the Sovereignty Award from the National Indian Gaming Association, the Nuclear-Free Future Award from the Franz Moll Foundation and the International Physicians for the Prevention of Nuclear War, and the Distinguished Citizen Award presented by the University of New Mexico-Gallup. In 2003, Supervisor Shirley proclaimed the Navajo Nation would become a member of Mothers Against Drunk Driving.

He was born on December 4, 1947, in Chinle, Arizona. He is of the *Todich'iini* clan, born for the *Tabaahi* clan. His maternal grandfather is *Tse'naaginii* and his paternal grandfather is *Tsenjiikini*. Supervisor Shirley was raised by his grandmother since he was a toddler and has called Chinle his home all of his life. He is married to Vikki and they have six children; three daughters and three sons. Vikki is *Kiyaa'nni* born for the *Ma'iidesh giizhnii* clan. Her parents are Victor Moses Begay and Gladys Begay of Lukachukai, Arizona.



ELECTED OFFICIALS

DISTRICT II SUPERVISOR: ALTON JOE SHEPHERD

Yá'át'ééh! I am your Apache County District II Supervisor; I am Tábaahá, born for Tsénjikiní my maternal clans are Ma'íi deeshgíízhiníi and my paternal clans are Tl'izí lání. I am the proud husband of 16 years to Wendy D. Shepherd, of Dilkon, Arizona and we have four beautiful daughters. My parents are the late Rosabelle Marie Begay of Steamboat, AZ and the late Ambrose Shepherd of Ganado, Arizona and former Apache County Supervisor for District II. The values taught to me by my parents and the love for family has fostered the drive to take on the challenge of improving the services to members of Apache County and District II.

I am a life-long resident of Ganado, Arizona, a graduate and athlete of Ganado High School. Upon graduation, I attended Yavapai College to continue my education in General Studies. I started my professional career with the Ganado Unified School District. Then worked with Pima Community College's Law Enforcement, attending the Southern Arizona Law Enforcement Training Center SALETC and attain my Arizona Police Officers Standard and Training (AZPOST) in 1991 and became a Deputy with the Apache County Sheriff. I finally joined the Navajo Nation Executive Protection to provide security and protection to the Office of the President and Vice President; which included security for dignitaries from the political and entertainment sector. In 2010, I began my political career with the 22nd Navajo Nation Council where I was the Vice Chairperson of the Law & Order Committee and the 23rd Navajo Nation Council where I am presently the Chairperson the Resources & Development Committee.

As District II Supervisor, I will build viable partnerships with local, tribal, state and federal entities. My administration will lead on the guiding principles of PURPOSE, PLANNING, PROGRESS & PARTNERSHIPS. We will build an alliance of elected, business and civic leaders from communities across the Navajo Nation and the State of Arizona, united to ensure that the Navajo Nation, the State of Arizona, Apache County and the federal government step up to invest in smart, homegrown, locally-driven transportation solutions because these are the investments that hold the key to our future economic prosperity. We will provide innovative and sustainable transportation solutions that enhance education, public safety and infrastructure for District II. We will be an organization that values integrity, excellence, diversity, cooperation, creativity, respect and service as we transform the future of transportation for the public good. We will work to transform transportation by expanding the base of knowledge to make Apache County District II's transportation system safer, more competitive and sustainable. I believe the citizens of Apache County should receive services equally and prudently. My administration knows change is necessary for improving infrastructure for better communities and better roads. Teamwork, partnerships and cooperation are key to success in achieving our goals. Thank you, Ahehee!





ELECTED OFFICIALS

DISTRICT III SUPERVISOR: JOHN DOYEL SHAMLEY

Doyel was raised in the San Joaquin valley of California where he worked in agriculture harvesting citrus, grapes, and olives. He enlisted in the Army and is a decorated combat veteran of the Iraq War. His first elected position was for the Veteran's Districts in the San Joaquin Valley. Doyel was the former VFW District 6 Commander for Arizona. He continues to be an advocate for veterans and is a lifetime member of the VFW. Mr. Shamley sits as a director in the Veterans Committee and the Environmental Committee for the National Association of Counties Organization.

Doyel moved to Arizona in 1997 and became involved in natural resource and public land use issues. Doyel has served as a consultant to numerous private and public agencies regarding public land use, Endangered Species Act, NEPA Processes, watershed management, and habitat restoration. He has provided expert testimony before Congress and multiple state legislatures throughout the Western Caucus. He has since worked as an advisor and special presenter to the National Border Security and Defense Summit, with emphasis on the threat of bioweapons on our national food safety and supply chain.

Mr. Shamley is a founding member and sits on the Board of Directors, for the University of Arizona's James E. Rogers College of Law and the College of Agriculture and Life Sciences (CALs) Cooperative Extension System (CES) partnership for the formation of the Natural Resource Users Law and Policy Center (NRULPC). The Center was the first of its kind in the nation. He is also on the board for the National Association of Counties, Chairman of the Arizona Prescribed Fire Council and currently serves as the Apache County District Three Supervisor.

Doyel resides in Eagar, Arizona where he enjoys hiking with his dogs, shooting sports, heavy metal concerts and all things outdoors!





ELECTED OFFICIALS

COUNTY ASSESSOR: RODGER DAHOZY

Mr. Dahozy is the first Navajo to be elected Assessor in Apache County.

Ya'at'eeh shi'keii (Hello My Friends)

I would like to take this opportunity to introduce myself and let you know how excited I am to be a part of this wonderful organization.

I am Rodger Dahozy, Apache County Assessor. I took office in January 2009.

I was born in Parker, Arizona and started school at Poston Elementary. As a child, we moved to Fort Defiance. I graduated from Window Rock High School in 1970. I continued my education at Navajo Community College, when it was located in Many Farms. I studied Animal Husbandry. Also, I attended UTC in Provo, Utah.

When I was young, my family raised livestock. During this time I began participating in rodeos. My main interest was steer wrestling. I traveled extensively throughout the Southwest and Northwest pursuing my interest. I started working with the Navajo Nation District 18 Grazing Committee under the Fort Defiance Chapter. I have worked with land issues and worked with livestock owners for 14 years. I have served as a school board member for Window Rock School District.

My wife Sarah is a Respiratory Therapist at the Ft Defiance Hospital. We have seven beautiful children. "My children's' interest in the sport of rodeo occupies much of my time, when I am not attending to my duties as the County Assessor." I like to spend time with my kids and be the cool dad.





ELECTED OFFICIALS

COUNTY ATTORNEY: MICHAEL B. WHITING



Michael B. Whiting was born and raised in Apache County. He received his undergraduate degree with honors from the College of Engineering at Arizona State University. He also received his Law Degree from Arizona State University, School of Law.

He is admitted to practice before the Arizona Supreme Court and all other Arizona Courts, as well as the United States Federal Court for the District of Arizona. He is a member of the Arizona State Bar Association and past member of the American Trial Lawyers Association. He was elected as the Apache County Attorney in 2008.

CLERK OF THE SUPERIOR COURT: ANNELL HOUNSHELL

Annell Hounshell was elected to the office by the voters of Apache County in November, 2014 and has prior experience of 18 years with Apache County Government. Annell has worked in the offices of Apache County Adult Probation, County Finance, Engineering, Attorney's Office and the Board of Supervisors. She has also worked in private business for 20 years gaining valuable management experience. The experience and skills she has gained, as well as the relationships she has developed has made her uniquely qualified to serve as the Apache County Clerk of the Court.

Annell has spent the majority of her life in Northern Apache County and currently lives in St. Johns, Arizona and understands the history and challenges of Apache County.





ELECTED OFFICIALS

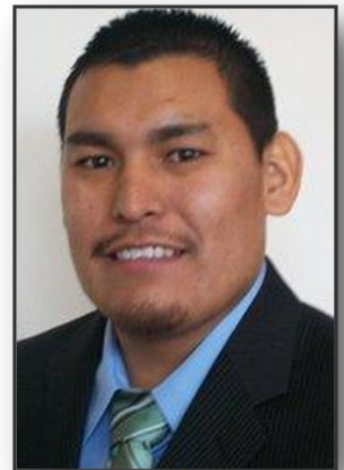
JUSTICE OF THE PEACE—CHINLE: VICTOR J. CLYDE

Victor J. Clyde, born and raised in Lukachukai, Arizona, is currently serving as the Justice of the Peace, Chinle Justice Court, Apache County and has for the past eight years. Judge Clyde was previously a District Prosecutor for the Navajo Nation, a job he held for 18 years. A police officer and criminal investigator with the Navajo Nation Division of Public Safety were the foundation and roots of his legal background. Judge Clyde is married and has three children, two daughters, Melissa, 27 years old and Ashleigh, 20 years old and a son, Ashton, 10 years old. He also has an older son, Josiah, who is 28 years old. In addition to his love of the legal field, Judge Clyde is also interested in gaining more knowledge in our traditional laws and teachings. He is working on an ambitious plan, to apprentice with a traditional practitioner. His apprenticeship with his nali (paternal grandfather) and his maternal aunt includes learning some of our Dine' stories, songs and prayers related to the Beauty Way and Protection Way. With this newly acquired knowledge, application to his everyday life and work is a learning process, both welcome and comforting. He also used this knowledge at various presentations to students and adults.



JUSTICE OF THE PEACE—PUERCO: JAY YELLOWHORSE

Jay Yellowhorse is serving his first term as Justice of the Peace for the Puerco Justice Court, in Sanders, AZ. Judge Jay Yellowhorse Graduated from Sanders Valley High in 2003, he became a volunteer firefighter for one year while opening his business in Lupton, AZ. From there he started studying law for his business. Jay Yellowhorse is a second generation Justice of the Peace; His father John Yellowhorse was the Justice of the peace for the Puerco Justice Court in the late 80's and early 90's. Jay Yellowhorse was motivated to get into law by his father John Yellowhorse and Judge Merwin Lynch who was the presiding Judge for the Puerco Justice Court at the time. Judge Yellowhorse and Judge Lynch started Jay Yellowhorse in the path of tribal law which he studied for 2 ½ years. Judge Lynch passed away early 2010. Jay Yellowhorse entered into the election with the campaign of keeping Judge Lynch's teachings alive and keeping the community and the people first. Judge Yellowhorse has provided community service which he and the Constable supervisors have picked up over seven thousand pounds of trash in the Sanders area. Judge Yellowhorse has pride in his Court and his community and it shows through his actions. Jay Yellowhorse became the youngest Native American to become an Arizona state Judge at the age of 24.





ELECTED OFFICIALS

JUSTICE OF THE PEACE—ST. JOHNS: BUTCH L. GUNNELS

Justice of the Peace Butch L. Gunnels has been Justice of the Peace from 2009 to date. Judge Gunnels is a prior United States Marine. After being honorably discharged from the Marine Corps, his passion for service continued; he became a Law Enforcement Officer, serving his community for twenty-four years before retiring.

Butch Gunnels is the founder for “Toys for Kids Association.” The purpose of this non-profit organization is to provide toys for children of underprivileged families. “I want to make sure that kids have a happy and memorable Christmas, every year, regardless of income level,” says Gunnels.

Judge Gunnels is a member of the Arizona Justice of the Peace Association as well as a member of the National Judges Association. He is currently serving as the Magistrate for the St. Johns Municipal Court in the City of St. Johns.



As a Judge in the St. Johns Precinct, he feels that it is an honor to serve the citizens of the community where he lives, while providing fair and impartial justice to all who come before the St. Johns Justice Court.

JUSTICE OF THE PEACE—ROUND VALLEY: MARSHA GREGORY



Judge Gregory was raised in Eagar and graduated from Round Valley High School. She is the mother of eight children and 29 grandchildren. She loves living in the White Mountains where she enjoys raising horses, camping, hunting and fishing with her family.

Judge Gregory graduated Summa Cum Laude from Arizona State University with a degree in Political Science. Three years later, she earned a Juris Doctorate degree from ASU School of Law. After passing the Arizona State Bar Exam, Judge Gregory worked as a prosecutor in the Apache County Attorney’s Office for approximately 2 ½ years. After leaving the County Attorney’s Office, she joined her son in private practice in Navajo County for a year before opening her own practice in Springerville. As a sole practitioner, Judge Gregory focused on family law and criminal defense work. She served for many years as the president of the Apache County Bar Association.

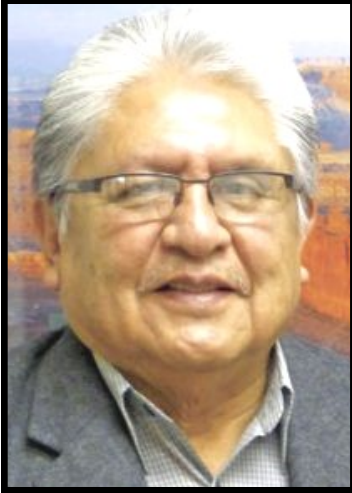
After more than 7 years in private practice, Judge Gregory was elected as Justice of the Peace in the Round Valley precinct. She is happy to put her legal education to use in serving the citizens of the Round Valley precinct and is committed to applying the law in order to protect the constitutional rights of both the accused and the victim.



ELECTED OFFICIALS

APACHE COUNTY RECORDER: EDISON J. WAUNKA

Edison J. Wauneka's Maternal Clan is A'shihi (Salt) born for Ta'baaha' (Edgewater) clan; Maternal grandfather is Kinyaa'a'anii (Towering House) clan; and paternal grandfather is To'dich'ii'nii (Bitter water)



clan. Mr. Wauneka graduated from Cottonwood High School in Salt Lake City, Utah in 1971. He served a two year mission for the Church of Jesus Christ of Latter-Day-Saints in Alberta/ Saskatchewan, Canada(1971-1973). From 1976-1979 he attended Brigham Young University in Provo, Utah where he majored in Zoology (Pre -Dentistry) and minored in Indian Education. He received an Associate of Arts Degree in Business Administration.

Mr. Wauneka has served as member and chairman of the Navajo Board of Election Supervisors (1990-1996). He served as a Navajo Nation Council Delegate (1998-2002) and he was President of the Board of Trustee for Navajo Preparatory School (2000-2013).





ELECTED OFFICIALS

SUPERINTENDENT OF SCHOOLS: R. BARRY WILLIAMS

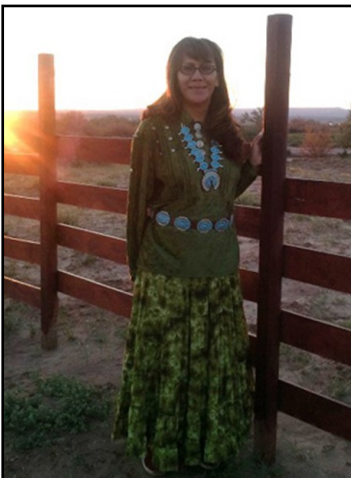
R. Barry Williams is a 4th generation resident of Apache County and a graduate of Northern Arizona University (B.S. and M.S.). Elected Apache County School Superintendent in 2012, his office serves as the fiscal agent for ten public school districts in Apache County and as a member county in the Northeast Arizona Regional Center. The Apache County Schools Business Consortia operating through the Apache County Education Service Agency provides technology services and support to the schools and other public entities.



An educator since 1975, Barry served the students of Round Valley Unified School District for 31 years, taught as an associate faculty for Northland Pioneer College, served on the State Board of Directors for Community Colleges, a past president of the Springerville Rotary Club, a former member of the Springerville Town Council and the Northern Arizona Vocational Institute of Technology (NAVIT) board of trustees. Prior to being elected County School Superintendent, he delivered professional development training to teachers across Apache County and Arizona as the Technology Integration Specialist in the County School Superintendent's office.

Currently, Barry Williams is a member and past president of the Arizona Association of County School Superintendents, chairman of the Apache County Higher Education Committee, member of the Arizona Rural Schools Association, the Arizona Association of School Business Officials, the Arizona School Boards Association and a member of the Arizona Town Hall Board of Directors.

COUNTY TREASURER: MARLEITA BEGAY



Marleita Begay, born and raised in Apache County is currently serving her second term as Apache County Treasurer. Her maternal clan is Hashk'aa hadzohi (Yucca Fruit-Strung-Out-In-A-Line) Clan and born for the Ma'ii deeshgiizhinii (Coyote Pass) Clan. Marleita graduated from Chinle High School and obtained her Master's Degree in Public Administration from University of Phoenix. Marleita is much honored to be the Treasurer and is looking forward to serving the citizens of Apache County. "Investing and Protecting our Financial Future."



ELECTED OFFICIALS

APACHE COUNTY SHERIFF: JOSEPH DEDMAN JR.

Sheriff Joseph Dedman Jr. grew up in the Navajo community of Nazlini, Arizona. Nazlini is 15 miles north of Ganado in the northeastern part of Arizona. His mother passed away when he was young. He suddenly had to take on added responsibilities. Sheriff Dedman is the third oldest of three sisters and one brother. He fondly remembers riding his pony into Ganado or driving to the trading post in a wagon with his grandfather who was a medicine man. During the summers they planted corn, took care of horses, attended squaw dances and all the usual thing people do on the reservation.



As a young man, Sheriff Dedman learned the value of hard work and became a caring family member. As a high school student, he managed to earn money which he used to buy clothes or goodies for his siblings. All of that would prepare him for his 27-year career in law enforcement with the Navajo Nation Police Department—a career that would often put him among dignitaries such as U.S. President Bill Clinton, U.S. Vice President Albert Gore, U.S. Senator John McCain and U.S. department of Health and Human Services Secretary Tommy Thompson. He supervised their security during their visits to the Navajo Nation.

Sheriff Dedman began his career as a police communications operator and went on to the police academy where he trained to become a Navajo police officer. He went on to the State of New Mexico to become a certified peace officer. On receiving that certification, he went on to get certified in Tucson, Arizona. After receiving certification in Arizona he returned to the Navajo Nation where for two years, he worked for the Navajo Nation Division of Public Safety—stationed in Crownpoint, New Mexico as a patrol officer.

Sheriff Dedman's was next assigned to the Special Investigation Unit of the Navajo Police—an often dangerous assignment. In one incident he went undercover and worked on a drug sting in Tuba City. "Eventually we caught some people and took them down to Phoenix," he said.

After a tour with the SI unit, he returned to patrol duty in New Mexico for two years. In 1989 he was assigned as a personal security officer to former Navajo Nation leader Peter MacDonald during the tribal turmoil and eventual riot. "The riot happen," he said, "but we worked with a special security unit that was hired to provide extra security. We learned a lot from those people. They were an elite trained team." So while tribal leaders were in a political headlock, Sheriff Dedman was getting invaluable lessons.

At the Internal Affairs Department, Sheriff Dedman supervised a cadre of professionals who watched over a force of 350 police officers. He demonstrated professional standards and taught a supervisors course, discipline action, civil liabilities and leadership training for officers in training at the training academy in Toyei, Arizona. He continues to be involved in dignitary protection for special guests to the Navajo Nation and Apache County.

In 2008 Mr. Dedman won the election for the office of Apache County Sheriff and took office in January of 2009. He has since served two terms. In 2016 he ran unopposed in his bid for re-election and is proud and humbled to serve the citizens of Apache County for another 4 years. At the end of his fourth term as Sheriff Joseph Dedman Jr. will have served the citizens of the Navajo Nation, Apache County, and the United States of America for 39 years.! Many of the other Arizona Sheriffs affectionately call him "the Real Sheriff Joe". Sheriff Joseph Dedman Jr. is married and has tree children and four grandchildren. He can often be seen riding his 1995 Harley Davidson around the Window Rock area.



ELECTED OFFICIALS

SUPERIOR COURT JUDGE: MICHAEL LATHAM

Judge Michael Latham became the Presiding Judge for the Arizona Superior Court in Apache County on January 1, 2015. Prior to that Judge Latham worked for the Apache County Attorney's Office as a Deputy County Attorney for over five years. While at the County Attorney's Office Judge Latham prosecuted misdemeanor and felony cases out of the Puerco and Round Valley Justice Courts. In addition, he was very active in the County Attorney's community outreach initiatives, including the anti-bullying program championed by the County Attorney, Michael Whiting. Judge Latham also served as a board member of the Apache County Youth Coalition.

Prior to becoming a public servant, Judge Latham started his legal career at the private international law firm, Bryan Cave, LLP in Phoenix, Arizona. While there, Judge Latham practiced in the corporate transactions and commercial litigation group, working on a wide variety of mergers, finance transitions, corporate governance, employment law, and complex commercial litigation matters. During his time at Bryan Cave, Judge Latham was nominated to serve on the Board of the firm's non-profit organization "Caver's Who Care." Judge Latham obtained his juris doctorate, with honors, from B.Y.U.'s J. Reuben Clark Law School. In law school Judge Latham was a member of the Moot Court and served as the Chair of Trial Advocacy and as the Vice President of the Native American Law Society. Judge Latham obtained his B.A. from Brigham Young University in American Studies. He is Married and has five children.





ELECTED OFFICIALS

CONSTABLE—SANDERS: CHARLI ANDERSON

Constable Charli Anderson has lived in Arizona most of her life. Family is most important to her. She has six children, nine grandchildren and two great-grandchildren. She enjoys the outdoors and loves animals.

Charli has been a constable for seven years and loves her job and the people she meets. She said "If I had known how much I would enjoy being a constable, I would have campaigned for office years before I did."

CONSTABLE—ROUND VALLEY: ROGER S. CURTIS

A photograph of a desert landscape at sunset. The sun is low on the horizon, casting a warm, golden glow across the sky and the ground. The sky is filled with dark, dramatic clouds. The foreground is covered in dry, brownish-yellow grass and scattered, large, reddish-brown logs or pieces of wood. A semi-transparent white rectangular box with a thin orange border is positioned in the center-left of the image, containing the text "DEPARTMENT PROFILES" in a bold, black, sans-serif font.

DEPARTMENT PROFILES



DEPARTMENT PROFILES

APACHE COUNTY ASSESSOR'S OFFICE

Mission Statement

To be responsive to our citizens, delivering accurate and fair property assessments annually, while inspiring confidence in local government.

Our Vision

- To be leaders in property tax valuation and administration.
- To provide superior customer service and transparency in the eyes of our citizens, communities and employees.
- To provide innovative cost effective solutions.

Organizational Overview

Who We Are

The Assessor's office under the direction of Honorable Assessor, Rodger Dahozy, is currently staffed by seven full time employees and is divided into two work functions; property appraisal and assessment administration.

The Assessor is responsible for locally assessed real and personal property.

Real property consists of land and buildings including affixed manufactured housing. Also included are all types of improvements on possessory rights (IPRs) and land used for agricultural purposes.

Personal property includes property used for commercial, industrial and agricultural purposes, and residential unsecured manufactured housing.

What We Do

It is the responsibility of the Assessor's office to carry out the following functions in preparing the real and personal property assessment and tax rolls.

- Discovery and identification of all ad valorem property
- Maintain accurate ownership, parcel boundaries and maps for all ad valorem property
- Compile a detailed inventory of all taxable and non-taxable property
- Determine the extent of taxability (tax area code/situs)
- Determine the use and classification of all property for taxing purposes
- Review and determine the validity of every sale of property to be used in mass appraisal processes and market studies
- Determine an estimate of market value of property



DEPARTMENT PROFILES

APACHE COUNTY ASSESSOR'S OFFICE (Continued)

- Determine value for statutorily defined special properties using statutorily prescribed methods of valuation
- Preparation and publication of the assessment rolls
- Notification to owners of assessed value
- Defense of value on appeal and tax court
- Administer property tax relief programs defined in statute, including but not limited to, personal and organizational exemptions, valuation protection program for seniors and additional state aid to education rebates for primary home owners
- Calculate levy limits annually for those jurisdictions who are subject to levy limits as defined in statute
- Publish an annual Abstract of Assessment for all taxing jurisdictions to be used in the setting of budgets and tax rates
- Extend tax rates annually to the assessment roll to calculate the taxes owing for distribution to the Treasurer for collection and disbursement

Why Do We Do It?

Revenues generated from taxable primary property value are used to fund the general operating and maintenance expenses of taxing jurisdictions, budget override levies, debt service on bonded indebtedness, and for the purposes intended by any special assessments.

APACHE COUNTY - LOCALLY ASSESSED PROPERTY VALUES					
Tax Year	Number of Parcels/ Accounts	Property Value		Net Assessed Taxable Value	
		Secondary	Primary	Secondary	Primary
2011	59,402	1,912,051,972	1,712,843,098	222,156,959	197,255,617
2012	59,773	1,860,003,804	1,742,908,920	215,024,169	200,232,100
2013	59,335	1,631,712,055	1,585,435,963	186,847,116	180,945,418
2014	60,480	1,514,773,768	1,464,870,891	174,720,891	171,647,699
2015	59,093	1,517,351,661	1,420,943,544	172,970,935	165,565,462
2016	59,287	1,616,282,573	1,320,719,442	174,626,860	146,094,685
2017	58,090	1,657,769,810	1,326,074,002	175,779,625	144,243,653
Note: Figures obtained from the State and County Abstract of the Assessment Roll, Arizona Department of Revenue					

Who We Serve

By working hand in hand with our internal and external business partners we strive to provide the best service to the taxpayers of Apache County, and to assure the fair and equitable distribution of the tax base across all property types.

When

The Assessor's Office prepares Real and Personal property assessment and tax rolls on an annual basis.



DEPARTMENT PROFILES

APACHE COUNTY ASSESSOR'S OFFICE (Continued)

Real Property Valuation: The annual notice of value is typically mailed each year in February. The taxpayer has 60 days to file an appeal from the date of mailing. A supplemental Notice of Value for real property is mailed in September in the case of new construction, additions to, deletions from or splits or consolidations of parcels and changes in property use/legal classification during the current valuation year. The taxpayer has 25 days to file an appeal from the date of mailing. Appeals are to be concluded in August of each year as defined in statute. The appeal process includes the defense of value in Tax Court.

Personal Property Valuation: Manufactured housing and improvements that are not affixed to the land are valued and subsequently noticed on the Personal Property roll. The annual notice of value is typically mailed each year in June. The taxpayer has 30 days to file an appeal from the date of mailing. The appraiser has 20 days from receipt of the appeal to answer. The appeal process includes the defense of value in Tax Court.

Commercial Personal Property including but not limited to such things as furniture, fixtures and equipment are valued and subsequently noticed on the Personal Property roll. The annual Business Personal Property Statement is mailed in January each year and must be worked by the first week in June prior to calculating full cash values. Once the full cash values are calculated, the annual notice of value is typically mailed each year in June. The taxpayer has 30 days to file an appeal from the date of mailing. The appraiser has 20 days from receipt of the appeal to answer. The appeal process includes the defense of value in Tax Court.

Tax Relief Programs: Tax relief programs are administered throughout the year as defined in statute. Each program has a defined calendar of events and approval process.

Tax Roll: Taxes are calculated and a tax roll is created in August annually by the Assessor on behalf of the Board of Supervisors. The tax roll is verified and subsequently sent to the Treasurer for collection and disbursement. Tax statements are sent by the Treasurer no later than October 1st.

Appraisal Function

Apache County is comprised of approximately 58,090 parcels of which 81% are vacant land while the remaining 19% are improved with some type of residential, commercial, manufactured home or outbuilding type of structure. The county is currently divided into two appraisal districts for valuation purposes.

The Appraisal Function is under the leadership and direct supervision of the Certified Chief Appraiser.

Real Property

The real property appraisal function is currently staffed with two Apprentice Appraisers, two Level 1 Appraisers and a Chief Appraiser with a background in assessment administration.



DEPARTMENT PROFILES

APACHE COUNTY ASSESSOR'S OFFICE (Continued)

Land Valuation: The vacant land/agricultural appraiser is responsible for determining land values for every piece of land that is parceled. Land value is determined by using qualified/verified sales for properties similar in nature using standard appraisal methods and techniques. In addition to determining the fair market value of land, the appraiser is also responsible for granting agricultural status and determining land rates applicable to properties used for agricultural purposes as defined by statute.

Improved Property Valuation: The improved property appraisal staff is responsible for the discovery and data collection of improvements to the land; i.e. commercial, residential, agricultural buildings, manufactured housing and miscellaneous outbuildings.

Collection of land parcel attributes and improvement data is entered into Computerized Mass Appraisal Software (CAMA) for both land and buildings producing a unitary value for the property. It is the responsibility of the improved property appraisal staff to complete market studies to determine the fair market value of improved property. Market studies are conducted using qualified/verified sales data compared to the unitary value. Adjustments are made to the unitary value to determine the "market" value of improved property.

In addition, the appraisal staff determines property use, applies the statutorily defined assessment ratio, ultimately producing the taxable net assessed value for the property used in the calculation of taxes owing.

Personal Property

The personal property appraisal function is comprised of one Level I Appraiser and is currently under the direction of the Chief Appraiser.

Personal Property Valuation: The primary responsibility of the personal property appraiser is to locate, identify and value all taxable commercial personal property and manufactured housing in Apache County.

A Business Personal Property statement is mailed annually in January to all known commercial entities requiring that the taxpayer self-report all taxable commercial personal property in their possession. Upon return each asset listing is reviewed and adjusted, full cash values are re-calculated and a Notice of Value is mailed to the taxpayer in June.

Maintaining the commercial personal property roll includes locating new businesses, reviews/audits of existing businesses and identifying closed or re-located business entities. Commercial personal property accounts are selected for audit based on multiple criteria, including such things as analysis of full cash value compared to like businesses, industry and trade statistics and extreme loss or addition of value year over year.



DEPARTMENT PROFILES

APACHE COUNTY ASSESSOR'S OFFICE (Continued)

Discovery and ownership of manufactured housing is done using multiple methods of discovery;

- ⇒ By working permits, affidavit of affixtures, mobile home park reports, dealer reports and issuing tax clearance permits.
- ⇒ By conducting field visits, canvassing and auditing mobile home parks on an annual basis.
- ⇒ By using Department of Motor Vehicle information and title records to locate, identify and value mobile units for placement on the roll.
- ⇒ By proactively collaborating with Arizona counties when mobile units cross county boundaries.

Personal Property Accounts		
Tax Year	Un-Affixed Mobile Homes	Commercial Personal Property Accounts
2011	2,221	853
2012	2,188	844
2013	2,190	865
2014	2,150	610
2015	2,213	530
2016	2,068	758
2017	2,167	1,091

Over the last fiscal year we have completed a back log of mobile home reports that are delivered to the Assessor's Office from the Arizona Department of Transportation on a monthly basis. At the start of FY 2016 the Assessor's Office was approximately 5 years behind on these reports and currently we are four months behind with the anticipated goal of 100% completion by August of 2017.

Assessment Administration Function

The Assessment Administration Function is staffed by the Chief Deputy Assessor, one Valuation Coordinator III position, one Valuation Coordinator I position, and is supplemented by appraisal staff personnel on a rotational basis or as needed.

For illustration purposes the duties of the Assessment Administration Function are divided into categories detailed below.

Customer Driven: The customer driven duties are distributed over several positions as outlined below. (The appraisal staff is also involved in one or more of the functions listed as many tasks flow through the appraisal function for valuation purposes.) For FY 2015 the Assessor's Office received approximately 8000 phone calls and had approximately 4000 tax payer visits to the office. As customer service, correct valuations methods being applied and data cleanup has continued the Assessor's Office has improved call volumes and office visits resulting in dramatic drops in both aspects allowing for Assessment



DEPARTMENT PROFILES

APACHE COUNTY ASSESSOR'S OFFICE (Continued)

Administration staff to focus on critical functions of ownership transfers and relief program administration (deed and split/combo processing are to the current day with the Records Office). FY 16 had a decline of 34% in phone calls (5,273 phone calls) and an 86% decline in office visits (551 visits). This is a testament to the staff for coming through a very difficult situation and taking the necessary steps to move forward and go above and beyond for the people of Apache County.

Valuation Coordinator III position;

- ⇒ Splits/Combinations of parcels
- ⇒ Ownership, Deeds and Transfers
- ⇒ Sales Affidavit Processing
- ⇒ Data Sales
- ⇒ Answering customer inquiries via the telephone, written correspondence and emails
- ⇒ Waiting on the front counter of the Assessor's office
- ⇒ Cross trained in all functions of Valuation Coordinator I

Valuation Coordinator I position;

- ⇒ Answering customer inquiries via the telephone, written correspondence and emails
- ⇒ Waiting on the front counter of the Assessor's office
- ⇒ Address Changes
- ⇒ Exemption Processing
- ⇒ Senior Valuation Protection Program Processing
- ⇒ Ownership, Deeds and Transfers (cross trained to help reduce the backlog and fill in as needed)
- ⇒ Appeal Intake
- ⇒ Business Personal Property Statement Intake
- ⇒ Special Projects As Assigned (i.e. data conversion clean-up)
- ⇒ Permit Logging, tracking and communication with Cities regarding building permits

Technology Driven: The technology driven duties listed below are the responsibility of the Chief Deputy Assessor and are detailed oriented and technical in nature. System Administration responsibilities span multiple technologies employed in the Assessor's office, primarily the Tyler Eagle Assessor Software Application, and may also include certain maintenance functions of the Department of Motor Vehicles Application and mapping software.

- ⇒ Systems Administration
- ⇒ Arizona Department of Revenue Data Exchange

Statute Driven: The Annual Calendar of Events

- ⇒ Levy Limit Computation
- ⇒ Assessment Roll Preparation and Property Owner Notification
- ⇒ Equalization Studies



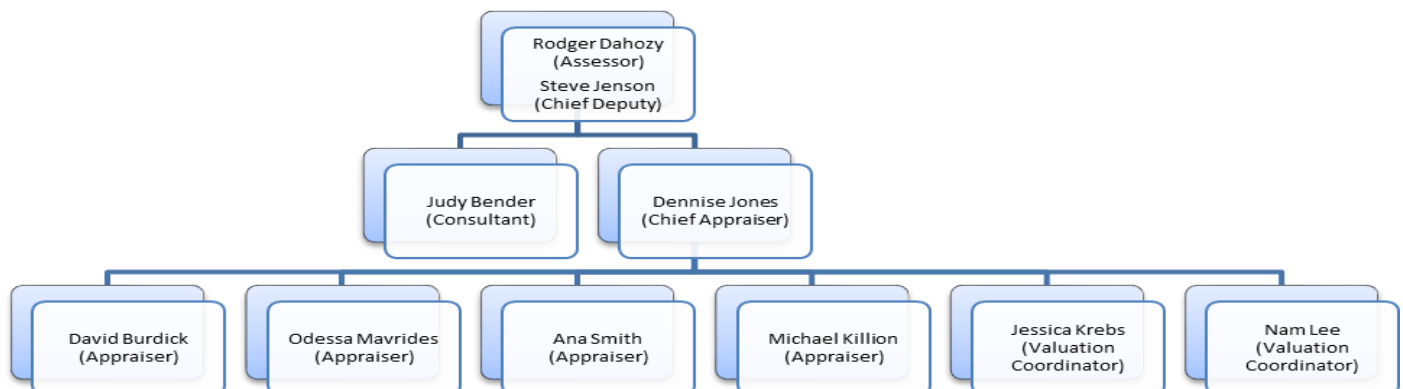
DEPARTMENT PROFILES

APACHE COUNTY ASSESSOR'S OFFICE (Continued)

- ⇒ Tax Roll Creation
- ⇒ Tax Roll Corrections Approval Process
- ⇒ Appeal Approval Process
- ⇒ Data Processing Centrally Valued Property for inclusion in the Abstracting and tax roll processing
- ⇒ Legislative Impacts and Changes
- ⇒ Writing and maintaining departmental Policies and Procedures

*Current Organizational Staffing Structure***Current Staffing Breakdown**

- 1 = Chief Deputy Assessor (Level II Certified - Steve Jenson)
- 1 = Chief Appraiser (Level II Certified - Dennise Jones)
- 1 = Appraiser I (David Burdick, Appraisal District 2)
- 1 = Appraiser I (Odessa Mavrides, Personal Property)
- 1 = Appraiser Apprentice (Anastasia Smith, Vacant Land)
- 1 = Appraiser Apprentice (Michael Killion, Appraisal District 1)
- 1 = Valuation Coordinator III (Jessica Krebs)
- 1 = Valuation Coordinator I (Nam Lee)





DEPARTMENT PROFILES

APACHE COUNTY ASSESSOR'S OFFICE (Continued)

Summary of Goals and Objectives completed for
Fiscal Year 2016-2017

- ⇒ Reduction of the Assessor's Office budget from \$623,722 to \$612,613 resulting in a 2% reduction from FY 17.
- ⇒ Achieved concurrence with the Records office with regards to deeds, splits and combinations (currently day to day with the Records Office). Not only does this ensure the transfer of property to new owners in a timely manner but also reduces tax roll corrections and gives confidence to the public. At the start of FY 2015 the Assessor's office was approximately 6 months behind on deeds and years behind on splits and combinations.
- ⇒ *Completed a back log of mobile home reports that are delivered to the Assessor's Office from the Arizona Department of Transportation on a monthly basis. At the start of FY 2016 the Assessor's Office was approximately 5 years behind on these reports. Currently we are four months behind with the anticipated goal of 100% completion by August of 2017.*
- ⇒ Reclassified the Certified Chief Appraiser position from a range 32 to a range 48 to be competitive with other counties from around the state.
- ⇒ Recruited and hired a qualified Chief Appraiser with 10+ years of experience in La Paz County (Former Chief Deputy Assessor) that is cross trained in system and assessment administration experience guaranteeing backup for the Chief Deputy and current consultant.
- ⇒ Developed and implemented (with help from HR and the County Manager's Office) a "sliding" scale for appraisers to move from Apprentice status to Level 1 and then to Level 2. Giving an avenue to help with the retention of appraisers securing our investment of education and time that is associated with the Department of Revenue's requirement of licensure.
- ⇒ Compressed four appraisal districts into 2 appraisal districts resulting in a more streamlined operation where focus can be placed on completing backlogs of permits with a limited field staff and our commercial canvass.
- ⇒ Reduced opened permits from 1249 to 885 (equating to a 29% drop of open permits) with a "Community Development Value" of \$74,181,477 (down from approximately \$101,000,000 in FY16).
- ⇒ Opened lines of communication with all municipalities that issue building permits and implemented a tracking log to verify when and how many permits are being issued from all authorities for tracking and informational purposes.



DEPARTMENT PROFILES

APACHE COUNTY ASSESSOR'S OFFICE (Continued)

- ⇒ Reduced tax roll corrections from 1926 in 2015 to a current amount of approximately 337 resulting in an 83% drop.
- ⇒ Developed and implemented a schedule for the county wide commercial property canvass with an anticipated date of completion in FY 2019.
- ⇒ Continued discussions with County IT, Treasurer, taxing authorities and GIS personnel to find ways for the implementation of Dataview (a Tyler Software portal for data exchange).
- ⇒ Continued with audits of all personal property, mobile home property, exempt properties and agricultural property.
- ⇒ Completed a 90% revalue of all land in Apache County (Alpine, Nutrioso and Greer areas to be completed by October of 2017 for valuation year 2019).
- ⇒ Completed market studies of all residential properties in Apache County resulting in a 100% compliant "Black Box" report from the Department of Revenue.
- ⇒ Reduction of appeal counts by 21%.
- ⇒ Audited Assessor records to identify Indian exemptions and canvassed Karrigan Estates residential properties resulting in an additional 250 Notice of Value's being sent out to property owners.
- ⇒ Policies and Procedures have been updated and put in place for approximately 57 of 97 procedures that are crucial for the Assessor's Office to be in compliance with state statutes, data collection requirements, software administration and customer service standards resulting in a foundation that will be in place despite changes in leadership, elections or other types of unavoidable staff turnover.
- ⇒ Reworked the Assessor's website page to be more user friendly, easier to find information and added links to pertinent information that was being asked for by the public.
- ⇒ 90% of the Performance and Measurement plan has been completed with a projected start date of FY 2018.



DEPARTMENT PROFILES

APACHE COUNTY ASSESSOR'S OFFICE (Continued)*Business Plan for Moving Forward***FY 2018**

- ⇒ ***Continue with County Wide Commercial Canvass.***
- ⇒ ***Reduce Backlog of Building Permits by 50%.***
- ⇒ ***Continue training and education plan for all appraisers.***
- ⇒ ***Audit and Move IPR's to the Personal Property Roll.***
- ⇒ ***First and Final Intent Mailing.***
- ⇒ ***Complete Legal Description clean up.***
- ⇒ ***Implement all performance measurement and position changes.***
- ⇒ ***Implement Annual County Wide Land Revaluation (complete land market studies for all taxable land within Apache County).***
- ⇒ ***Continue working with County departments, taxing authorities and jurisdictions to further the use of the Tyler Software system.***
- ⇒ ***Purchase two new vehicles to replace two older (2001 and 2002) vehicles in the Assessor's Office car pool (safety and maintenance are major concerns at this point).***
- ⇒ ***Reduce budget for FY 2019 by 2%.***

FY 2019

- ⇒ ***Complete Commercial Canvass.***
- ⇒ ***Eliminate Permit Backlog.***
- ⇒ ***Achieve Commercial Property Compliance – Arizona Department of Revenue.***
- ⇒ ***Complete Full Market Studies For All Property Types Annually.***
- ⇒ ***Plan Residential Property Canvass.***
- ⇒ ***Reduce budget for FY 2020 by 2%.***

FY 2020

- ⇒ ***Permits Completed Within 90 Days of Certificate of Completion.***
- ⇒ ***Implement Residential Property Canvass.***
- ⇒ ***Achieve 100% Compliance – Arizona Department of Revenue.***
- ⇒ ***Complete Full Market Studies For All Property Types Annually (Commercial, Residential and Vacant Land).***
- ⇒ ***Reduce budget for FY 2020 by 2%.***



DEPARTMENT PROFILES

APACHE COUNTY ASSESSOR'S OFFICE (Continued)*In Summary*

Over the last 24 months the Assessor's Office has made tremendous strides in customer service, back logs, audits, hiring of qualified staff, data/value integrity issues and administration reorganization. Apache County has invested in the Assessor's Office and at this time I am pleased to say that we are no longer out of compliance with the Department of Revenue or any other state property tax organization.

This year we suffered through a tax rate error, continued reorganization, staff loss (either due to health reasons, retirements or other job opportunities) and a multitude of other problems that have left us with nothing more than 3 or 4 staff members to manage a very complicated and time sensitive task of assessing the value of the entire county; however, through all the trials and tribulations we have experienced this year, we have completed all of the tasks and objectives mentioned above on time and in compliance. We no longer sit with the threat of equalization from the Department of Revenue; nor do we show up on any tax payer watch list.

The Apache County Assessor's Office has given hope to many residents of Apache County that we are doing our jobs to the best of our abilities with ethics and experienced valuation theory, reinforcing trust and confidence in this office.

BUDGET:

DEPARTMENT/FUND	ACTUAL EXPENDITURES/ EXPENSES* 2016	ACTUAL EXPENDITURES/ EXPENSES* 2017	BUDGETED EXPENDITURES/ EXPENSES 2018
ASSESSOR:			
General Fund	\$ 528,973	\$ 586,836	\$ 623,722
Department Total	\$ 528,973	\$ 586,836	\$ 623,722



DEPARTMENT PROFILES

APACHE COUNTY ATTORNEY'S OFFICE

MISSION STATEMENT

The mission of the Apache County Attorney's Office is to protect all the citizens of Apache County by providing the impartial administration of Arizona's laws and provide legal services to each Apache County entity.

DEPARTMENT DESCRIPTION

The Apache County Attorney's office is a constitutionally created office and the County Attorney is an elected official. The County Attorney represents the Apache County Board of Supervisors, elected officials and other county departments and agencies in administrative and legal matters. The criminal division of the office prosecutes all felony crimes and misdemeanors committed within the unincorporated areas in Apache County. The County Attorney's Office also provides victim assistance, assists with uncontested adoptions and administers the Apache County Victim Compensation Program.

ACCOMPLISHMENTS FOR FY 2017-2018

Prosecutors continue to obtain prison sentences for repeat offenders. The office continues to increase victim assistance satisfaction and participation from previous years due to process improvements

GOALS AND OBJECTIVES FOR FY 2017-2018

The goal for the Apache County Attorney's Office has been, and remains, to protect all the citizens of Apache County by providing the impartial administration of Arizona's laws and provide legal services to each Apache County entity. To continue to educate our staff to better serve the public by effectively prosecuting criminal cases and provide important services to victims of crime.



DEPARTMENT PROFILES

APACHE COUNTY ATTORNEY'S OFFICE (Continued)**BUDGET:**

DEPARTMENT/FUND	ACTUAL EXPENDITURES/ EXPENSES* 2016	ACTUAL EXPENDITURES/ EXPENSES* 2017	BUDGETED EXPENDITURES/ EXPENSES 2018
ATTORNEY:			
General Fund	\$ 878,489	\$ 954,205	\$ 1,066,603
Attorney Grants	326		
Victim's Interest Fund	-	-	1,000
Criminal Justice, Attorney	121,182	105,707	110,000
RICO, State & Other	11,000	10,582	30,000
ACCENT/Attorney	86,384	82,334	92,115
Victim's Compensation	33,934	51,082	31,731
Victim's Assistance / Rights	47,308	48,470	30,017
Fair & Legal Employment	41,732	-	45,000
Bad Check Prosecution	-	16,795	18,000
Victim's Compensation - Restitution	-	-	55,000
Victim's Comp - Subrogation	-	-	25,000
Prosecution Recovery	57,018	59,937	65,137
Fill the Gap, Attorney	1,000	-	7,000
Attorney Diversion	101,126	92,062	180,000
Department Total	\$ 1,379,499	\$ 1,421,174	\$ 1,756,603



DEPARTMENT PROFILES

APACHE COUNTY BOARD OF SUPERVISORS

MISSION STATEMENT

Our mission is to serve our citizens through efficient allocation of resources and services, develop cooperative working relationships with communities and governments, and encourage residents and visitors to enjoy the diverse cultural heritage and abundant outdoor activities the county has to offer.

VISION STATEMENT

We envision a future where residents are healthy and successful and where our communities are safe and vibrant. We will strive to meet and exceed expectations by engaging people and communities in developing innovative solutions to challenges. We will be a diverse learning organization. We will partner with others to enhance the quality of life in Apache County and the region.

DESCRIPTION

The Apache County Board of Supervisors is the governing body for the county. Each member represents one of the three supervisorial districts, which are divided geographically and by population. The Board meets at least every first and third Tuesday of each month at the Apache County Annex in St. Johns. Members are elected to four-year terms, and may serve an unlimited number of terms and must be residents of the district they represent. Board members elect a new chairman at their first meeting each year. The chairman conducts all formal and informal meetings, which are open to the public.

Public Meetings are held at the Apache County Board of Supervisors' Hearing Room, first floor in Annex building which is located at 75 West Cleveland Street in St. Johns. Notices and agendas for all Regular and Special Apache County Board of Supervisors meetings will be posted at least 24 hours prior to the meeting at the County Courthouse, County Annex Building in St. Johns, Arizona and on the County's website.

BUDGET:

DEPARTMENT/FUND	ACTUAL EXPENDITURES/ EXPENSES* 2016	ACTUAL EXPENDITURES/ EXPENSES* 2017	BUDGETED EXPENDITURES/ EXPENSES 2018
BOARD OF SUPERVISORS:			
General Fund	\$ 1,238,391	\$ 853,748	\$ 1,002,417
Department Total	\$ 1,238,391	\$ 853,748	\$ 1,002,417



DEPARTMENT PROFILES

APACHE COUNTY CLERK OF THE COURT

DEPARTMENT DESCRIPTION

The Clerk of the Superior Court is one of several independent, elected officials provided for by the Arizona State constitution, with specific and special duties assigned by statute, the Supreme Court and local court rules. The duties of the Clerk are typically administrative in nature, but judicial in some instances. The Clerk is the official records custodian and fiduciary office of the Superior Court.

The purpose of the Office of the Clerk of Superior Court is to:

- Ensure and preserve, for the court and the public, unrestrained access to fair, accurate and independently established records of the court from case initiation to closure.
- Receive, record, invest and disburse monies in the form of revenue fees, fines, bonds, reimbursements, victim restitution and public/custodial trust funds.
- Provide the public and legal community access to all public records of the Superior Court in Apache County.

Provide customer service to the litigants, legal community, judiciary, law enforcement and the general public. The goal of this office is to provide these services with courtesy, timeliness and professionalism. The Office of the Clerk of Superior Court is established by Article 6 of the Arizona Constitution.

ACCOMPLISHMENTS FOR 2016-2017

Continue to participate in statewide automation of case management system upgrades.
Remain responsible and auditable, passing a Triennial Audit and US Passport Acceptance Agent Audit.
Represent Apache County on case management reports/upgrade projects.
Filed and scanned 95,750 pages of court documents, a 20% increase from previous year.
Handled and filled nearly 1000 public records requests.

GOALS AND OBJECTIVES FOR 2017-2018

Continue to work with Arizona Office of the Courts to prepare for E-Filing.
Continue to prepare old/historical files for Library and Archives
Serve customers with high degree of customer satisfaction.
Continue to streamline jury process by use of on-line system and public awareness.



DEPARTMENT PROFILES
APACHE COUNTY CLERK OF THE COURT (Continued)

BUDGET:

DEPARTMENT/FUND	ACTUAL EXPENDITURES/ EXPENSES* 2016	ACTUAL EXPENDITURES/ EXPENSES* 2017	BUDGETED EXPENDITURES/ EXPENSES 2018
CLERK OF THE COURT:			
General Fund	\$ 485,868	\$ 492,843	\$ 542,506
Local Court Automation	21,193	23,299	20,285
S. Court Docket Storage	-	3,790	20,000
JCEF	-	-	50,000
Prosecution Recovery COC	-	-	48,000
Department Total	\$ 507,061	\$ 519,932	\$ 680,791





DEPARTMENT PROFILES

APACHE COUNTY COMMUNITY DEVELOPMENT

DEPARTMENT DESCRIPTION

Community Development carries out multiple functions within Apache County. The department processes zone changes, subdivision, conditional use permits, and variance cases. These cases are presented to the Planning and Zoning Commission, Board of Adjustment, and the Board of Supervisors. The department also reviews all building plan, issues permits, and performs building inspections.

ACCOMPLISHMENTS FOR FY 2016-2017

- The Community Development Department started this fiscal year without a Director. So the first accomplishment was the hiring of a Director in September 2016. A new Director brought changes to the department that are currently being implemented.
- We began the process of updating the Comprehensive Plan and Area Plans by holding multiple town hall meetings in nine different locations around the county.
- P&Z Commission approved several applications including two new cell towers and a new outdoor market.
- The Zoning and Building departments are working with a Dollar General and two Family Dollar stores in various stages of development.

GOALS AND OBJECTIVES FOR FY 2017- 2018

- Work on finishing a Comprehensive Plan along with Area Plans. Depending on how many communities want Area Plans, this project may extend into fiscal year 2018-2019.
- Update fees to make them easier to understand, and better matched to the services provided.
- Update Building Code to allow for Tiny Houses under 400 square feet.
- Update Zoning Ordinance to simplify some of the most commonly used sections and to match current laws.
- Improve the capacity to enforce codes by clarifying the process and seeking additional funding through grants or other avenues.

BUDGET:

DEPARTMENT/FUND	ACTUAL EXPENDITURES/ EXPENSES* 2016	ACTUAL EXPENDITURES/ EXPENSES* 2017	BUDGETED EXPENDITURES/ EXPENSES 2018
COMMUNITY DEVELOPMENT:			
General Fund	\$ 348,870	\$ 337,293	\$ 397,990
Forest Thinning	-	86,298	350,000
Department Total	\$ 348,870	\$ 423,591	\$ 747,990



DEPARTMENT PROFILES

APACHE COUNTY CONSTABLES

DEPARTMENT DESCRIPTION

Constables duties include, but are not limited to, the following:

- Execute and return writs of possession or restitution (evictions)
- Serve orders of protection and orders prohibiting harassment
- Summons Jurors
- Serve criminal and civil summons and subpoenas
- Judicial security
- Levy and return writs of execution (seize property to satisfy judgments)
- Store personal property levied on
- Conduct Constable sales of property levied on to satisfy judgments
- Constable returns served summons to Judge

Apache County has four elected constables:

- Charli Anderson: Sanders (Puerco) District
- Vacant:: St. Johns District
- Roger S. Curtis: Round Valley District
- Vacant: Chinle District

BUDGET:

DEPARTMENT/FUND	ACTUAL EXPENDITURES/ EXPENSES* 2016	ACTUAL EXPENDITURES/ EXPENSES* 2017	BUDGETED EXPENDITURES/ EXPENSES 2018
General Fund	\$ 117,689	\$ 115,621	\$ 127,180
Department Total	\$ 117,689	\$ 115,621	\$ 127,180

CONSTABLES:



DEPARTMENT PROFILES

APACHE COUNTY ELECTIONS

MISSION STATEMENT

Apache County Elections, under the direction of the Clerk of the Board of Supervisors, administers, prepares, conducts and tallies Federal, State and County elections in accordance with Arizona Revised Statutes.

DEPARTMENT DESCRIPTION

The Elections Office is responsible for coordinating and administering all elections

- Securing polling place locations
- Recruiting, hiring and training of election board workers
- Issuing, accepting and maintaining candidate, initiative, referendum and recall filings and campaign committee financial reports
- Provides for printing of all election related material
- Establishes election precinct boundaries
- Secures use of facilities for Election Day
- Prepares, allocates and transports election materials to and from polling places
- Provides vote tabulation and official results for canvassing by the Board of Supervisors

ACCOMPLISHMENTS FOR FY 2016 -2017

- Successfully conducted two (County-wide State Elections)
- Offered County wide Poll worker/EDT/Board Worker Training to approximately 300 individuals per county wide election
- Purchased new election equipment from ES&S (Election Systems & Software)
- Implemented the use of the new election equipment: to shorten voter wait time and lessen provisional ballots at the polls
- Implemented security procedures and audit trail forms

GOALS AND OBJECTIVES FOR FY 2017 – 2018

Goals/Objectives that meet Apache County's Core Belief of Providing Excellent Customer Service:

- Continue working closely with the Tribal and Community Leaders – keeping aware of their concerns, welcoming their input in the election process
- Continue to work with the Navajo Election Administration
- Take an active part with the Secretary of State's office to revise the Election Procedures Manual for 2017 (updates)
- Complete the State Election Certification program



DEPARTMENT PROFILES

APACHE COUNTY ELECTIONS (Continued)

Goals/Objectives that meet Apache County's Core Belief of Fiscal Responsibility and Improving the Quality of Life for our Citizens:

- Continue to educate our office with the ever changing Election laws and procedures in order to better inform the community by attending the yearly AACo (Arizona Association of Counties and EOA (Election Officials Association) meetings and to keep involved with the Legislative process
- Provide exemplary service to the community and political candidates by improving and providing web based information
- Continue to work with the School Districts, Special Districts and Cities and Towns in order to keep informed on law changes, which affect the election process
- Optimize and maintain a balanced budget

BUDGET:

DEPARTMENT/FUND	ACTUAL EXPENDITURES/ EXPENSES* 2016	ACTUAL EXPENDITURES/ EXPENSES* 2017	BUDGETED EXPENDITURES/ EXPENSES 2018
ELECTIONS:			
General Fund	\$ 449,902	\$ 466,465	\$ 305,057
HAVA	-	8,054	4,000
Department Total	\$ 449,902	\$ 474,519	\$ 309,057



DEPARTMENT PROFILES

APACHE COUNTY ENGINEERING

DEPARTMENT DESCRIPTION

The Engineering Division provides the best possible engineering support services to both inside and outside customers, in a timely manner, respecting the rights of all, providing convenient and efficient facilities, while protecting the safety of the public. The Engineering Division provides design and technical knowledge for construction, maintenance and planning for roadways and drainage structures. The Engineering Division also reviews all subdivision plats, land development projects and works with road improvement districts to ensure that the roadway standards, which are adopted by the county are met. The Engineering Department also administers Contracts, GIS and E911 address assignments. Our contracting officer is responsible for the financial and contract requirements within the department. The GIS group performs data analysis and creates custom maps for all county departments and performs deep research pertaining to parcels mapping and implements and maintains the department-wide enterprise system, provides all data management and mapping tasks for the Highway User Revenue Fund (HURF) accounting and consults the other county departments who are interested in further developing their GIS capabilities, our E911 coordinator address and maintains all associated maps. The office administration division is responsible for office support within all departments including cost tracking and budget, service call tracking, and fleet management for the County Departments, and tracks road maintenance and service requests using the PubWorks software.

FLOOD DISTRICT: The Flood Control District interprets and upholds the flood damage prevention ordinances, responds to inquiries about flood status, and insures the county retains its flood insurance rating by following the best floodplain management practices. The Flood Control District is responsible for the safe maintenance and operation of the flood control structure and properties the district owns.

ACCOMPLISHMENTS FOR FY 2016-2017

- Parcel adjustment tracking and thresholds for all map completions have been added to the monthly reporting (GIS)
- The HURF mileage report was submitted to Arizona Department of Transportation (ADOT) prior to due date (GIS)
- Successfully negotiated and funded storm and stream gauge locations throughout the Wallow fire affected communities
- Cheney Wash – Bridge Project
- Updated the County Flood Plan Ordinance to comply with the state standards
- Constructed 1st phase of the Greer pedestrian walkway
- Purchase of new motor graders for all (3) districts
- Chip sealing various county locations
- Limestone Pit Improvements



DEPARTMENT PROFILES

APACHE COUNTY ENGINEERING (Continued)**PROJECTS IN PROGRESS FY 2017-2018**

- New policy on County Road Maintenance
- Aspen Loop
- Alpine Park
- Chinle Industrial Well
- Lukachukai water crossing Phase II
- Salado Flood Control Project
- Red Clay and Woodsprings wash repair crossing

GOALS AND PERFORMANCE MEASURE OF FY 2017-2018**Strategic Plan Goal: Preserve and Protect**

Department Goal: Develop a 5-year Capital Improvement Project (CIP) plan for overlays, slurry seals, chip seals and striping by reviewing pavement preservation to evaluate road surface conditions. Complete by January of each year.

Department Goal: Develop a 5 year Capital Improvement minor Project (CImP) plan for district specific minor projects. Complete by January of each year.

Department Goal: Develop a Bi-annual plan to collect average daily traffic (ADT) counts for county roads by preparing a list of roads and a schedule to complete works. Publish in December of each year.

Strategic Plan Goal: Regional Leadership

Department Goal: Be active member of the NACOG Technical Subcommittee by attending regular meetings every other month.

Department Goal: Develop and implement strategic plans annually.

Department Goals: Partner with local agencies such as Navajo Department of Transportation, Arizona Department of Transportation, City of S.t Johns, Town of Eagar, Town of Springerville, etc. by providing technical assistance. On-going and as needed.





DEPARTMENT PROFILES
APACHE COUNTY ENGINEERING (Continued)

BUDGET:

DEPARTMENT/FUND	ACTUAL EXPENDITURES/ EXPENSES* 2016	ACTUAL EXPENDITURES/ EXPENSES* 2017	BUDGETED EXPENDITURES/ EXPENSES 2018
ENGINEER			
Roads	\$ 8,485,691	\$ 7,673,562	\$ 11,227,683
RAC Grant	-	150,000	150,000
Limestone Pit	-	322,326	500,000
GIS	66,326	64,319	67,748
Transit Fund	-	-	-
Cinder pit	-	-	30,000
Flood Control	60,000	145,201	145,484
Special Roads	-	-	126,000
Department Total	\$ 8,612,017	\$ 8,355,408	\$ 12,246,915





DEPARTMENT PROFILES

APACHE COUNTY FINANCE DEPARTMENT**MISSION STATEMENT**

Our mission is the stewardship of the County resources. To this order, we provide reliable and courteous service that is valuable to our citizens and co-workers. We continually enhance the effectiveness and efficiency of maintaining accurate and comprehensive records of all financial activity within Apache County.

DEPARTMENT DESCRIPTION

- Prepare and manage the annual operating budget including estimating and forecasting revenue, long range fiscal planning and financial analysis for the County
- Prepare the Annual Expenditure Limitation Report, Schedule of Expenditures of Federal Awards and the Comprehensive Annual Financial Report
- Assist the Board of Supervisors and County administration in promoting the integrity and accountability of Apache County to its citizens for the expenditure of public fund
- Accurately record all financial transactions
- Assist in the processing of the County payroll
- Process all invoices for payment
- Ensure that purchases made by the County abide state statutes and all procurement processes

ACCOMPLISHMENTS FOR FY 2016-2017

- Received GFOA Distinguished Budget Presentation Award
- Completed FY2015 Audit
- Maintained Board mandated \$4,000,000 balance

GOALS & OBJECTIVES FOR FY 2017-2018

- Continue training sessions for County departments to ensure accuracy and improve efficiency.
- Receive GFOA Distinguished Budget Presentation Award
- Monthly reporting to the Board of Supervisors
- All staff attend job specific training

BUDGET:

DEPARTMENT/FUND	ACTUAL EXPENDITURES 2016	ACTUAL EXPENDITURES 2017	BUDGETED EXPENDITURES 2018
General Fund	\$ 433,640	\$ 470,186	\$ 470,374
Grant Administration	60,000	60,000	0
Department Total	\$ 493,640	\$ 530,186	\$ 470,374



DEPARTMENT PROFILES

APACHE COUNTY PUBLIC HEALTH DISTRICT

Apache County Public Health Services District bears the responsibility of improving the general health of the public. This is accomplished through providing education on a variety of subjects such as nutrition, teen pregnancy prevention, immunizations, risks of smoking, and importance of using infant car seats, child development, food worker education and many other subjects. Also, testing for communicable disease, treatment of STD's and STI's, treatment of tuberculosis, inspection of food establishments and other public accommodations, review of septic tank system plans and construction of septic tank systems.

Also, birth and death certificates are issued, and the Alternate Medical Examiner's Office investigates deaths and transports deceased to Pima or Coconino Counties for autopsy.

Issues

Attracting and retaining staff especially professional staff is a continuing challenge. Part of the problem is pay and part is the rural nature of Apache County.

Lack of a career ladder for staff to advance from entry level to a higher level of responsibility with more compensation.

Lack of depth in most divisions. Partly due to budget issues and partly due to small programs. If there was more funding available for additional nursing staff or environmental health staff or public health emergency preparedness staff more could be accomplished that what is required by grants or delegation.

Lack of raises, merit pay, or consistent cost of living adjustments.

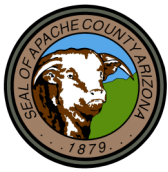
Increase in employee related expenses takes money from "other operating" reducing funds needed to execute programs requirements. At what point is a grant or program discontinued due increasing employee related expenses taking more of the operating budget?

Staff are doing a great with the funding they receive to accomplish grant requirements, develop partnerships, and accomplish work that needs to be done.

Revenues and Expenditures

The main sources of revenue for the Apache County Public Health Services District are grants and secondary tax, SRP, maintenance of effort with some from fees.

Revenue from State grants is \$609,258.00 (23%)
Revenue from Federal grants is \$539,155.00 (20%)
Revenue from SRP is \$411,914.00 (15%)
Revenue from Property Tax is \$863,218.00 (32%)
Revenue from Maintenance of effort \$105,688.00 (4%)
Revenue from Fees \$164,530.00 (6%)
Total Revenue from all sources is \$2,693,763.00
Total Expenditures are \$2,193,846.00



DEPARTMENT PROFILES

APACHE COUNTY PUBLIC HEALTH DISTRICT (Continued)

Staffing

We are currently recruiting for two part-time Health Educators, one Program Coordinator, and one Environmental Health Coordinator. My normal staffing is 30 to 32 total employees when all positions are filled and the staffing is as follows (not including the open positions):

Full-time (40 hours per week)	21 staff
Full-time (32 hours per week)	2 staff
Full-time (24 hours per week)	3 staff
Part-time (19 hours per week)	1 staff

FISCAL YEAR 2017 ACCOMPLISHMENTS

CLINICAL SERVICES DIVISION

The Apache County Public Health Clinic staff members include: a Program Coordinator II, a Program Coordinator I, a Registered Nurse, and a Registered Nurse/Division Manager.

The clinic offers the following programs: immunizations; tuberculosis screening, education, and treatment; sexually transmitted illness screening, education, and treatment; and family planning/well woman services. These programs are offered in both Round Valley and St. Johns clinics.

The Clinical Services Division continues to strive to increase customer satisfaction and the quality of services it delivers. On April 18th, 2017, the Apache County Clinical Services Division was presented the "Extraordinary Partner Contributor" by the North Country HealthCare Well Woman Health Check Program.

The Clinical Services Division is very proud of the newly remodeled lobby. In addition to the beauty and comfort, the staff feels more secure as they perform their work. Clients often compliment us on how great it is to have a nice place to wait and a desk to complete paperwork, but most of all clients like having a restroom to use in the lobby.

Immunization Program

Over the past year, many flu shot and back to school immunization clinics were held in addition to the weekly clinics held in Round Valley and the bimonthly clinics held in St. Johns. Flu shot sites include the Beehive Assisted Living Center in Eagar, Angel Wings Assisted Living in Vernon, St Johns Senior Center, RV Senior Center, St Johns Head start, RV Head start, RV Elementary School, RV Middle School, and the St Johns Sheriff's annex. Immunization clinics were held at RV Middle School, three separate clinics held at Ganado Middle and Elementary Schools, one clinic held at Concho Schools and immunization provided at Little Colorado Behavioral Health, and the Living Hope Center.

The clinical services division also has successfully collaborated with the PHEP division to hold "point of delivery" exercises at the Greer Fire Department and the Alpine Community Center. This collaborative exercise prepared the two divisions, as well as the sites, to be ready should the County need to mobilize to vaccinate a large population against a disease outbreak or terrorist threat.



DEPARTMENT PROFILES

APACHE COUNTY PUBLIC HEALTH DISTRICT (Continued)

On an ongoing basis, weekly reports are generated to identify Apache County clients, both children and adults, who are lacking the recommended vaccinations. Telephone outreach is made to the identified clients to educate/remind them that they should come in to be immunized. If the identified clients are not reached by phone, then a postcard is sent to them to remind them to come in.

Tuberculosis Program

TB tests are administered to Apache County employees as well as many other community employers, such as: Little Colorado Behavioral Health, HeadStart, St. Johns and Round Valley Schools, Eagar Firefighters/EMTs, Nutrioso Firefighters/EMTs, Alpine Firefighters/EMTs, and Northland Pioneer College nursing students and faculty. Over the past 12 months, four clients were identified with latent TB. The clients were educated about latent TB and the risk for converting to active TB. Each was referred to her/his personal care provider for evaluation for treatment.

The Apache County Public Health nursing staff attended the annual TB meeting at ADHS to learn the latest trends and case management specifics for successfully monitoring TB patients. The nurses will work collaboratively with ADHS to track exposures, identify latent and active TB cases, and successfully treat patients to minimize the transmission of TB.

In the past year, staff have worked diligently with partners at Navajo County, the White River Apache community, and the Navajo Nation to monitor and investigate clients that have latent or active TB. The collaboration has led to valuable relationships and an increased level of focus on decreasing the risk of TB disease for Apache County residents.

Sexually Transmitted Infection (STI)

All positive STI clients are educated and counseled about the method of transmission of STIs as well as the treatment. Partners are identified and treatment is offered to them. Patients are monitored and reminders sent them to return to the clinic for follow up testing 90 days after treatment to confirm that the STI is no longer present.

Staff have continued to build partnerships with community stakeholders. Patients are often referred to the Apache County Public Health Clinic for confidential testing and/or treatment by community providers. A recent success was an invitation to educate teens at the boys and girls club regarding the prevention and treatment of STIs.

Family Planning/Well Woman Program

The greatest challenge to operate the family planning clinic is the minimal amount of money supplied by the Maternal Child Health grant and the cost of contracting with a provider to perform women's health services.



DEPARTMENT PROFILES

APACHE COUNTY PUBLIC HEALTH DISTRICT (Continued)

A Certified Nurse Midwife, is employed to conduct well woman and family planning services on a contract basis. Due to the small operating budget and a limited number of clients in St. Johns, family planning/well woman services will no longer be offered at the St. Johns Clinic effective 7/1/17. The cost of employing Deb Smalley will decrease from \$7,200 annually to \$6,400 annually based on the elimination of the family planning services at the St. Johns Clinic.

In addition to family planning services, patients are screened for depression, intimate partner violence, eating disorders, exercise, immunizations, nutrition, date rape/sexual assault, dental hygiene, tobacco use, alcohol/drug abuse, hypertension, obesity, genitourinary issues, cervical and breast cancer.

PUBLIC HEALTH PROMOTION DIVISION

The Public Health Promotion (PHP) Division within the health district is overseen by the Division Manager. Arizona Department of Health Services funds nine (9) positions to administer four (4) grant-funded programs for Apache County residents: Healthy People Healthy Communities-Community Health & Injury Prevention Program, Fall Prevention Program, Health Start/Baby Sprouts Home Visitation Program, and Teen Pregnancy Prevention (Health and Life Skills) Program. Evidence-based curriculum is implemented to allow for programs to be provided with fidelity and data to be collected for state health evaluation purposes. Curriculum facilitated in programs includes: Family Spirit and Partners for Healthy Babies (Home Visitation); Native Stand, Smart Girls, Wise Guys, Making Proud Choices, Becoming a Responsible Teen (Teen Health) and Matter of Balance (Fall Prevention).

Additionally, health promotion division representation during community-based meetings allow for programs to address public health concerns by local agencies and community members. PHP is active in participating with Apache County Youth Council, Apache County Child Fatality Review Team, Northeastern Arizona Safe Kids Chapter, Safe Kids Navajo Nation Coalition, Wellness Coalition, Injury Prevention Advisory Council, Elder Care Forum, Suicide Prevention Committee and Lunch-N-Learn meetings utilizing their skills and resources to promote health for community members and to decrease the incidence of childhood/adult injury and/or death.

Healthy People Healthy Communities – Community Health & Injury Prevention Program

The program has implemented a Safe to Sleep/Cribs for Kids educational component that will provide pack-n-plays to families who do not have a safe-sleeping environment for their child. Goals of the program are to decrease the number of children who die from Sudden Unexplained Infant Death. In order to receive a pack-n-play, families must be referred by medical service providers, home visitation staff, public health nurses who provide home visits, or other professionals who directly work with women and children. Children must be one year of age or less, and parents/caregivers receive education prior to receiving pack-n-play. Collaboration with partners will allow for multiple distribution outlets to be offered in the community.



DEPARTMENT PROFILES

APACHE COUNTY PUBLIC HEALTH DISTRICT (Continued)

Accomplishments for 2016/2017 include:

Safe to Sleep/Cribs for Kids Program

- Initiated Safe to Sleep/Cribs for Kids Program southern and northern Apache County
- Distributed 6 pack-n-plays with Safe Sleep education to families who did not have safe sleep environments for infant/toddlers
- Presented and partnered with public health nurses at Tsehootsooi Medical Center Fort Defiance to implement and expand Safe to Sleep/Cribs for Kids Program (Navajo Nation)
- Distributed 4 pack-n-plays to families in Fort Defiance areas
- Distributed educational materials for public health nurses to distribute to families during home visits and outreach events
- Presented Safe to Sleep/Shaken Baby Syndrome/Car Seat Safety to teachers and staff at Navajo Head Start Center (Navajo Nation)
- Provided additional educational materials for teachers to distribute to families during social educational and outreach events
- Partnered with public health nurses at Nahata Dziil health Center in Sanders to implement and expand Safe to Sleep/Cribs for Kids Program
- Provided 2 pack-n-plays for families in Sanders area
- Provided educational materials for distribution to families during home visits and outreach events
- Provided Safe to Sleep outreach to families who attended health fair at Tse'Hootsoi Medical Center in Sanders
- Established partnership with First Things First to provide incentives through safe sleep education to families in Apache County
- Re-supplied southern Apache County medical service providers with safe sleep educational supplies for distribution to clients during medical visits
- Safe to Sleep collaborative meetings with staff at Living Hope, nursing staff at White Mountain Regional Medical Center, and North Country Health Care Centers (Round Valley and St. Johns office locations)

Matter of Balance (MOB/Fall Prevention-Resource/Referral Program)

Matter of Balance workshops are provided to residents who are 60 years of age or older. Program staff met with medical providers who voiced that injury due to falls was at the top of the list for what this population was experiencing. Because of this problem, it was determined that a fall prevention program would benefit community members. Six health district staff became Matter of Balance Coaches who will be able to deliver fall prevention workshops in the community.



DEPARTMENT PROFILES

APACHE COUNTY PUBLIC HEALTH DISTRICT (Continued)

Accomplishments for 2016/2017 include:

- Provided 3 Matter of Balance workshops for population 60 years of age or older in Springerville
 - * 25 participants received fall prevention education during 3 workshops
 - * Participants received daily exercise routine for home use and received resources and referral information by attending fall prevention workshops
 - * Program staff collaborated with White Mountain Regional Medical Center to implement and invite community members and agencies to become members of Elder Care Forum attending quarterly meetings at White Mountain Regional Medical Center for resources and referral for our elder population
 - * Program staff met with the Director of the RV Senior Center to obtain resources to share with participants who attend workshops

Battle of the Belts Program

Motor vehicle crashes are the leading cause of death for American teenagers. Teens have the highest fatality rate in motor vehicle crashes than any other age group and have the lowest safety belt rates of all drivers. The rate of seat belt use is even lower when there are multiple teens in the vehicle. Due to these statistics, the health promotion division will continue to implement the Battle of the Belts program for high school aged students at area high schools...

Accomplishments for 2016/2017 include:

- Implemented Battle of the Belts program for high school aged students
 - * Round Valley High School and St. Johns High Schools participating in competition to increase seat belt use for students, staff and community members
 - * Round Valley High School Student Council and St. Johns High School Family, Career and Community Leaders of America clubs developed their own unique campaign to encourage fellow students to -wear seat belts during every ride in a motor vehicle
 - * Winner of competition housed traveling trophy and root beer floats for entire student body were provided

Child Passenger Safety Program

Goals of the program are to decrease injury and death due to non-use or incorrect use of car seats and/or seat belt systems. The program will continue to offer educational assistance to injury prevention programs, home visitation clients, community members and agencies that transport children.



DEPARTMENT PROFILES

APACHE COUNTY PUBLIC HEALTH DISTRICT (Continued)

Accomplishments for 2016/2017 include:

- Instructor assistance provided to Navajo Nation Highway Safety and Navajo County Public Health Services District for certification trainings and 6 CEU workshop
- Over 75 people received certification as child passenger safety technicians and/or continuing education units to maintain certification as required by Safe Kids Worldwide
- Over 200 car seats distributed to children in communities of southern and northern Apache County
- Supplied Navajo Nation injury prevention programs with car seat inventory for distribution to families attending car seat check events
- Provided car seat education classes at health district and/or through home visitation program
- Four certified technicians staffed through promotion division assist families with car seat education and other injury prevention programs with car seat check events
- Annual car seat education/presentation provided to Department of Child Safety in St. Johns
- Car seat presentation provided to Head Start Centers in St. Johns and Fort Defiance

Health Start Program

The Health Start Program utilizes community health workers to provide education, support, and advocacy services to pregnant/postpartum women and their families. The community health workers live in and reflect the ethnic, cultural and socioeconomic characteristics of the communities they serve. Families receive home visits and case management with oversight by nurses and social workers, through the enrolled child's second year of life. Pregnant women are connected to prenatal care providers and receive on-going education about fetal development and health behaviors that can impact birth outcomes.

Accomplishments for 2016/2017 include:

- Health Start has served over 100 families in Southern Apache County and has made over 300 home visits. These visits include prenatal wellness screenings for alcohol, tobacco, or drug use, postpartum depression, and domestic violence. Also, visits also include the health and wellness of children which contain child development screenings, car seat safety, social-emotional screenings, and dental care.
- Health Start has provided 18 educational classes to enrolled clients; the highest number of classes provided thus far with 80% participation. The class topics range from dental care to maternal health with some collaboration with our community partners such as Navajo County Public Health.
- Health Start staff attended a week long training in Flagstaff to implement Family Spirit. Family Spirit an evidence-based, culturally tailored home-visiting program of the Johns Hopkins Center for American Indian Health to promote optimal health and wellbeing for parents and their children. Apache County Health Start serves 30% of Native Americans and our service area includes a portion of the Navajo Reservation. Therefore, it was decided to implement this curriculum to utilize with Native American Families and children who are enrolled in the home visitation program.



DEPARTMENT PROFILES

APACHE COUNTY PUBLIC HEALTH DISTRICT (Continued)Teen Pregnancy Prevention Program

The Teen Pregnancy Prevention Program of Apache County facilitates evidence-based curricula that are approved by Arizona Department of Health Services (ADHS) and Arizona Department of Education for youth ages 12 to 19. Each set of curriculum includes life skills components that include: self-esteem, decision making skills, sexuality, healthy relationships and goal setting. Each curriculum has different time frames for delivery (6 week, or 8-10 week, 8-12 week or 9 month time frame periods).

The programs consist of Smart Girls, Wise Guys, Native Stand, Making Proud Choices, and Wyman Top and Becoming a Responsible Teen. The schools we currently serve in Apache County are Concho Elementary, St. John's Learning Center, Vernon Elementary, Window Rock High school, Chinle High school, and Ganado High school. An extension of our program also serves parents of teens with an Active Parenting of Teens curriculum. Active Parenting of Teens is provided to parents in both southern and northern Apache County. Accomplishments for 2016/2017 include:

- Delivered Native Stand to 359 students of Ganado, Window Rock, and Chinle High schools for 2016/2017 school years
- Delivered Becoming a Responsible Teen to 11 students of the St. John's Learning Center spring 2017
- 2 - Active Parenting of Teens programs were delivered to a total of 8 parents in Springerville/Eagar
- 1 – Active Parenting of Teens program was delivered to a total of 25 parents in Chinle.
- The program received an invitation to an open house event by Principal Monica Barajas held at Vernon Elementary School in August 2017 to recruit students for the Smart Girls and Wise Guys programs for 2017/2018 school year
- The program received an invitation to an open house event by Rhonda Sharp, Title I Administrator held at Concho Elementary School in August 2017 to recruit students for the Smart Girls and Wise Guys programs for 2017/2018 school year
- Outreach with the Boys and Girls Club promoting Smart Girls and Wise Guys Programs for the 7th and 8th grade students in Round Valley
- A total of 425 students/parents served through the program in Apache County for the 2016/2017 fiscal year.

PUBLIC HEALTH EDUCATION DIVISION

Tobacco and Chronic Disease Program

Chronic Disease Self-Management Program

Four Workshops with 48 participants and 40 completers:

- Healthy Living: Springerville with 10 participants, 8 completed.
- Su Corazón, Su Vida: Springerville with 6 participants, all completed
- Healthy Living: St. Johns with 12 participants, 7 completed.
- Healthy Living: St. Johns (Prison) with 20 participants, 19 completed.



DEPARTMENT PROFILES

APACHE COUNTY PUBLIC HEALTH DISTRICT (Continued)

New partnerships were formed with:

- Round Valley Wellness Coalition where we are working on the Elk Trail, which will be landscaped including an automatic watering system. Our involvement with the coalition resulted in free trial memberships to the Wellness Center for our Healthy Living Participants
- Arizona State Department of Corrections, Winslow/Apache Unit (ASPC-Winslow/Apache), where we began offering Healthy Living Workshops for the inmates, and will continue to do so twice/year.

ASHLine (Arizona Smokers' Help Line)/Tobacco Program

A Certificate of Recognition was given to Apache County for entering the most locations into AshLine with at least one referral for the year 2014.

We are generating more readily available public information to promote tobacco cessation, the AshLine WebQuit portal has been added to all 7 public libraries as another resource available on their home page. Also, at the beginning of the year, we made a visit to Northern Apache to promote AshLine and partnered with several new organizations (Sage Memorial Hospital-Ganado, Northern Apache County Special Health Care District in Sanders and St. Michaels) to fax or make electronic referrals.

Our Office conducts the Smoke Free Visits throughout Apache County in conjunction with offering information on ASHLine.

We assist with semiannual Compliance checks of tobacco retailers through the Attorney General's Counter Strike Program and FDA Program, and conducted a total of 4 compliance checks for FY15, with no fails.

Schools and Community

Outreach had been done at various locations: WMRMC Health Fair, School Open House at Vernon and Concho.

Our Staff have participated and/or collaborated with: Zombie Run and the Apache County Fair. We also assist with the monthly Walk to School for the Round Valley Elementary School.

WIC

- Having trained all staff and successfully utilizing the new WIC database, "HANDS" system into our clinic flow
- Hired/ Trained two new staff, including a new bilingual staff member
- 400 clients per month have been provided with WIC services



DEPARTMENT PROFILES

APACHE COUNTY PUBLIC HEALTH DISTRICT (Continued)AZNN

- Nutrition Education Classes were provided in Apache County Schools, including: Alpine, Concho, Round Valley Primary, Round Valley Elementary, Vernon and the Apache County Health Start programs.
- New Nutrition Curriculum was introduced to each grade level:
- Healthy Classrooms, Healthy Schools - grades K-5
 - CATCH – 6th grade
 - Cooking Matters for Kids – 7th & 8th grades
- A partnership has also been created with the Boys and Girls Club, where we will be providing a Summer Cooking program once/week
- Nutrition Education was provided to a total of 962 youth in Apache County: Alpine – 106; Vernon – 96; RV schools- 204, 196, 102, 166; Head Start – 72; Primary HS - 20

PUBLIC HEALTH EMERGENCY PREPAREDNESS DIVISION

The Division of Public Health Emergency preparedness is a vital area of preparedness activities for public Health staff to better serve the communities with Apache County. Public Health Emergency preparedness (PHEP) has (14) Core Capabilities we are responsible to have plans in place in the event we have a public health event.

PHEP has been successful in updating several of our response plans in this budget cycle. The biggest accomplishment is the growth of partnerships both locally and regionally. We have seen a big increase in collaborative planning, training and exercise. PHEP was asked by the Arizona Dept. of Health and Human Services PHEP division to present on our PHEP program as a rural success story at the Center for Disease Control site visit in March. PHEP and Emergency Management collaborated to relocate and establish the 311 Call Center in to the RV Annex which will save money in future call center response. PHEP was able to purchase equipment for an Emergency Operations Center/small conference room adjacent to the call center for county use. The equipment includes conference table and chairs, phones, polycom, TV with cable and a Smart Board.

The Division of Public Health Emergency Preparedness focused on the following capabilities DURING 2016/2017 fiscal year:

- Capability #1 Community Preparedness (Continued community outreach which includes a strong presence in the schools)
- Capability #3 Emergency Operations Coordination (Participated in State and partner EOC exercises, purchased equipment for a Health EOC/additional training room at the RV Annex)
- Capability #4 Emergency Public Information and Warning (Updated the plan, waiting on final approval, worked with Emergency Management to relocate and establish the 311 Call Center in to the RV Annex)
- Capability #5 Fatality Management (Established a planning team from the Mass Fatality training, updated phase 1 of the Mass Fatality Plan and hosted a Table Top Exercise on May 4, 2017, Phase 2 of the Mass Fatality Plan will be completed in Nov. 2017)
- Capability #6 Information Sharing (Updated the plan, waiting on final approval, worked with Emergency Management to relocate and establish the 311 Call Center in to the RV Annex)



DEPARTMENT PROFILES

APACHE COUNTY PUBLIC HEALTH DISTRICT (Continued)

- Capability #7 Mass Care (Provided training to the Fire Departments)
- Capability #8 Medical Countermeasure Dispensing (Updated the first draft of this plan and anticipate the final plan to be completed in the first quarter of the next fiscal cycle)
- Capability #9 Medical Material Management and Distribution (Updated the plan, waiting on final approval)

ENVIRONMENTAL HEALTH DIVISION

The Environmental Health Division is composed of an Executive Assistant who is responsible for answering phone calls, dispensing information to the public, interfacing with the public, scheduling inspections and food worker classes, entering inspections in the computer, recording complaints, proofing reading letters before they are mailed, updating forms, keeping supplies stocked and many other duties; and an Environmental Health Coordinator who is responsible for all field inspection of food establishments, bars, hotels/motels, schools, pools, special events, septic tank systems and complaints.

The Environmental Health Division has accomplished the following:

- 54 Complaint investigations
 - 5 Health concerns
 - 1 Public accommodation
 - 3 Animal (manure)
 - 22 Trashy properties
 - 8 Food establishments (foodborne illness reports)
 - 11 Sewage issues
 - 4 Dilapidated structures
 - 1 Mosquito breeding
- 81 Notice of Change of Septic Tank System Owners Processed
- 11 Well site investigations
- 63 Onsite Wastewater Treatment Facility Applications Processed
- 139 Onsite Wastewater Treatment Facility Inspections
- 99 Food Worker Exams Administered
- 30 Food Worker Classes given to 313 participants
- 268 Inspections of fixed establishments

SMOKE-FREE ARIZONA

Accomplishments

Educated 198 individuals at local businesses and workplaces providing resources as requested
Continue to include health information relating to all aspects of tobacco use while doing Smoke-Free AZ education



DEPARTMENT PROFILES

APACHE COUNTY PUBLIC HEALTH DISTRICT (Continued)VITAL RECORDS

Accomplishments

- Created a total of 1998 birth certificates
- Created a total of 1666 death certificates
- Provided vital records services (birth and death certificates, amendments to birth and death certificates in 5 locations (Springerville, St. Johns, Ganado, Chinle and Teec Nos Pos) in Apache County
- Continued to assist Apache County residents in obtaining a delayed birth certificate

ALTERNATE MEDICAL EXAMINER

Accomplishments

- An alternate vehicle was purchased and equipped for the Death Investigator and the Public Fiduciary to use
- A scissor lift was purchased for personnel to use when lifting human remains for placement in a refrigerated cooler
- Two 3-body refrigerated coolers were purchase increasing the storage capacity from 4 to 10 in southern Apache County

FISCAL YEAR 2018 GOALSCLINICAL SERVICES DIVISION

IMMUNIZATION PROGRAM

- Create messaging for the TV in the lobby to the safety and efficacy of vaccinations for both children and adults
- Decrease the cost of disposing of medical waste by at least 50% by utilizing a more cost effective vendor for waste disposal
- Become the sole provider for the AZGEBT to administer flu, pneumonia, and shingle vaccines
- Screen 100% of the parents for delinquent immunizations when they bring children in to be immunized
- Educate 100% of clients about other Apache County Public Health Services
- Hand out fliers at the immunization desk to highlight other Apache County Public Health Services
- Continue utilizing the "new mother" packet to include immunization information and other program information
- Have at least 50% of clients complete patient satisfaction survey
- Update policies and procedures, when necessary to improve service delinquencies
- Review data from county schools on an annual basis when published by ADHS to identify schools with low immunization rates. Schedule meetings with key personnel to partner to increase immunization rates
- Increase revenue received from private insurance and Medicare by 2%, to further decrease the burden of the immunization program on the Apache County budget



DEPARTMENT PROFILES

APACHE COUNTY PUBLIC HEALTH DISTRICT (Continued)

TUBERCULOSIS PROGRAM

- To have 100% of TB tests read within 72 hours, negating the need to repeat the test
- To schedule onsite TB tests and reading for sites that have five or more participants needing TB tests
- Readiness of the Apache County Public Health Services District to monitor TB patients, should there be an outbreak
- All nursing staff to complete the Heartland TB Case Management certification program
- Training completed within the first 6 months for the new RN, allowing for direct observation therapy, disease tracking, and information entry into MEDSIS (ADHS database for disease management and tracking)
- Increased partnership with the local hospital and physician partners to decrease the risk of TB disease being spread to other patients (inpatient, outpatient, or ER)
Increased relationships with the Navajo Nation, White River Apache Tribe, and Navajo County
- To become subject matter experts that are proficient in TB case management and case investigation

SEXUALLY TRANSMITTED INFECTION PROGRAM

- Develop a collaborative relationship with the county schools to educate students on the resources to diagnose and treat STIs confidentially
- Work strategically with other county public health programs, such as WIC and Teen Pregnancy Prevention, to educate the public on the resources available for STI prevention and treatment
- Increase the number of tests provided to the community by 2%
- Identify and treat the partners of 100% of the patients diagnosed with STIs

FAMILY PLANNING PROGRAM

- See at least 10 clients each month for family planning/well woman services
- Obtain discounted birth control pricing by utilizing the STD 340B number
- Continue to cultivate relationships with community partners to increase STD testing and education

OVERALL CLINIC GOALS

- Assess billing practices to maximize the collection of current financial sources
- Cost compare the cost of all supplies to assure the best price for supplies
- Research the market for potential vendors to supply an Electronic Health Record (EHR) to the clinic. Evaluate other county's EHRs to determine which might work for Apache County
- Evaluate/update clinic policies and procedures to assure a high quality of health care
- Collaborate more effectively with community partners
- Continue education of clinical staff to increase client satisfaction and the quality of care
- Collaborate with community stakeholders to increase the utilization of all clinical services programs
- Educate each client at each encounter to facilitate increased utilization of all County Public Health Programs (WIC, Health Start, Chronic Disease Education, Matter of Balance, etc.)



DEPARTMENT PROFILES

APACHE COUNTY PUBLIC HEALTH DISTRICT (Continued)

PUBLIC HEALTH PROMOTION DIVISION PROGRAMS

SAFE TO SLEEP/ CRIBS FOR KIDS

Goals for 2018 are to collaborate with and increase the number of professionals who provide Safe Sleep education to families in Apache County.

MATTER OF BALANCE

Goals for 2018 are to provide 4 Matter of Balance workshops in the communities of southern Apache County.

BATTLE OF THE BELTS

Goals for 2018 are to expand Battle of the Belts program to include youth enrolled in Navajo Nation area high schools

CHILD PASSENGER SAFETY

Goals for 2018 are increase the number of certified child passenger safety technicians who are first responders.

HEALTH START

Goals for 2018 are to increase the number of women enrolled in the program by 25 and to implement Family Spirit for Native American women in southern Apache County.

TEEN PREGNANCY PREVENTION

Goals for 2018 are to continue facilitating lessons to youth in Apache County and expand services to the surrounding schools reaching over 500 students and parents combined.

PUBLIC HEALTH EDUCATION DIVISION PROGRAMS

TOBACCO AND CHRONIC DISEASE

Promote tobacco cessation, education, prevention, and chronic disease self-management by offering all of our current workshops:

English- Chronic Disease Self-Management (CDSMP), Diabetes Self- Management (DSM),
and Spanish-Tomando Control de su Salud (Tomando), Su Corazon, Su Vida, Manejo
Peronal De La Diabetes.

We will also continue to assist with the Attorney General's Office and FDA to provide retailer tobacco compliance checks and offer retailer training as needed.

WOMEN, INFANTS, and CHILDREN

- Have new staff fully trained to use the new EWIC system, which rolls out in November 2017
- Educate all WIC Participants on using the EWIC system
- Completing all staff evaluations and continuing education credits
- Focusing on efforts to increase our outreach weekly and keep up with log
- Promote new EWIC system, with intentions of increasing our caseload, throughout Apache County



DEPARTMENT PROFILES

APACHE COUNTY PUBLIC HEALTH DISTRICT (Continued)

ARIZONA NUTRITION NETWORK

Increase our outreach to new schools, including Sanders Elementary and McNary

PUBLIC HEALTH EMERGENCY PREPAREDNESS DIVISION

PHEP will continue work with our partners in collaboration and training. We will host two exercises for the year which will include training development and collaboration.

ENVIRONMENTAL HEALTH DIVISION

- Recruit, train, and retain an Environmental Health Coordinator
- Inspect all fixed establishments (twice per year) as required by delegation from the Arizona Department of Health Services
- Develop an Apache County Health Code
- Review fees and modify if needed

SMOKE FREE ARIZONA

Continue to partner with the Bureau of Tobacco and Chronic Disease employees to educate the public about second hand smoke dangers and support tobacco cessation services while conducting Smoke-Free AZ education.

VITAL RECORDS

- Train all staff in successfully utilizing the new DAVE (Database Application for Vital Events) vital records software.
- Support local funeral homes, physicians, hospitals and Criminal Investigators in successfully utilizing the DAVE system

ALTERNATE MEDICAL EXAMINER OFFICE

- Buy, rent or build a storage facility to house human remains
- Contract with individual(s) to assist in the removal of human remains on the weekends and during vacation time
- Purchase a refrigerated insert for the truck bed
- Send the Death Investigator to additional training for homicide investigation and buried body investigation
- Send at least 1 Alternate Medical Examiner to the Medicolegal Death Investigator training in St. Louis, MO.



DEPARTMENT PROFILES

APACHE COUNTY PUBLIC HEALTH DISTRICT (Continued)Performance Measures

Performance measures applied in programs are usually required in grants. The Apache County Public Health Services District has no formal performance measurement program. Implementing a Continuous Quality Improvement would be challenging as all division managers work in programs and administration personnel also work in programs. I have investigated Public Health Accreditation for the Apache County Public Health Services District which is a performance based accreditation and the introduction to accreditation states that at a minimum there should be at least one part-time person dedicated to overseeing accreditation. At this time there is no advantage in pursuing accreditation. I am open to exploring other avenues for performance measures.

BUDGET:

DEPARTMENT/FUND	ACTUAL EXPENDITURES/ EXPENSES* 2016	ACTUAL EXPENDITURES/ EXPENSES* 2017	BUDGETED EXPENDITURES/ EXPENSES 2018
HEALTH SERVICES:			
Public Health District	\$ 2,503,048	\$ 1,854,262	\$ 3,186,067
Department Total	\$ 2,503,048	\$ 1,854,262	\$ 3,186,067



DEPARTMENT PROFILES

APACHE COUNTY HUMAN RESOURCES

MISSION STATEMENT

To provide all employees with competent and effective policy and H.R. assistance/guidance that is consistent with the needs of the County. To support the development of an exemplary work place where the values shared by all employees will enable the County to become a customer focused organization. To ensure an interactive relationship between the Human Resources Department, and the Elected Officials, Department Heads, and County Employees. To promote collaborative work place relationships based upon the principles of mutual trust, respect and professional integrity. To promote a work place free of conflict and to facilitate those with differences in a manner sensitive to the legitimate interests of all employees and the County's operations.

DEPARTMENT DESCRIPTION

The Human Resources Team performs the following functions:

- **RECRUITMENT:** Develop and maintain a system for employment and selection that is responsive to the department specific needs and is free of discrimination.
- **EMPLOYEE RELATIONS:** Offer advisement to Elected Officials, Department Heads, and employees to help in the resolution of employee issues. Build positive relationships between administration, management, and the employee that will ensure quality service that benefits everyone concerned.
- **CLASSIFICATION & PAY:** Recommend to Elected Officials and Department Heads employee's salaries that are consistent with local and comparable markets as budgets permit. Analyze and update pay plans.
- **EMPLOYEE DEVELOPMENT:** Work with Elected Officials and Department Heads to provide ongoing education. Conduct surveys to assess additional educational needs of the employee as well as the departments.
- **EMPLOYEE BENEFITS:** Assist in the administration of claims with providers. Conduct individual consultations with employees. Facilitate programs such as Short Term Disability, Long term Disability and Worker's Compensation and a variety of other supplemental programs.
- **LIABILITY & INSURANCE:** Take reports, file claims as well as annual reports. Monitor and provide annual and additionally insured certificates as needed.

ACCOMPLISHMENTS FOR FY 2016-2017

- Met county and state reporting requirements, i.e., Worker Compensation annual report, ACIP renewal, EEOC report, etc.
- Participated in the ACIP H.R. Advisory Consortium.
- Continued work with the WIA Board and assisted with the Navajo/ Apache County five year plan.
- Continued assisting the management of the St. Johns Senior Center with daily operations.
- Completed the health insurance open enrollment and transition to new vision plan.
- Diverted multiple potential lawsuits using various resources.



DEPARTMENT PROFILES

APACHE COUNTY HUMAN RESOURCES (Continued)

ACCOMPLISHMENTS FOR FY 2016-2017

- Increased department knowledge of new requirements under various federal programs including FLSA, EEOC, ADA, ADAAA, etc.
- Continued to streamline the applicant background check process to be in compliance with state and federal regulations.
- Completed the move of the Human Resources Department back to the Annex.

GOALS & OBJECTIVES FOR FY 2017-2018

- Continue training for existing and new supervisors, to include: Personnel Action Forms, Worker's Compensation, FMLA, evaluations, disciplinary actions, Personnel Improvement Plans (PIP), policy manual and new procedures involving medical-dental, vision programs.
- Continue to amend the policy manual as needed, to comply with all applicable laws, statutes and regulations.
- Continue to work with Information Technologies to update the Human Resources Website, which will continue to provide more information to both the employee and possible future employees.
- Continue in the effort to become more paperless.
- Continue to review the Human Resources budget to limit expenditures where possible.
- Continue to educate and train employees to encourage them to self-administer various employment programs.
- Update job descriptions with each department.
- Continue to work with Elected Officials and Department Heads to complete annual evaluations for all employees.
- Assist in the transition of the newly implemented Wellness Program changes.
- Continue to work with Elected Officials and Department Heads on the correct usage of discipline and related documentation.
- Continue to work with Elected Officials and Department Heads to resolve conflicts and promote a collaborative working environment.
- Complete the implementation of a new countywide salary study.

BUDGET:

DEPARTMENT/FUND	ACTUAL EXPENDITURES 2016	ACTUAL EXPENDITURES 2017	BUDGETED EXPENDITURES 2018
HUMAN RESOURCES:			
General Fund	\$ 231,531	\$ 252,213	\$ 252,241
Department Total	\$ 231,531	\$ 252,213	\$ 252,241



DEPARTMENT PROFILES

APACHE COUNTY INFORMATION TECHNOLOGY SERVICES

MISSION STATEMENT

The Information Technology Services Department will provide the highest quality of technology-based services and customer service to the employees of Apache County.

DEPARTMENT DESCRIPTION

The Information Technology Department consists of six full-time employees. Together we provide support for computer-based hardware, software systems and the computer network. We strive to:

- Promote and facilitate the effective use of technology through planning, training, consulting and other support activities.
- Develop, enhance and manage the County's enterprise network to provide secure, transparent, and highly functional connectivity to information resources.
- Facilitate the collection, storage, security and integrity of electronic data while ensuring appropriate access.

ACCOMPLISHMENTS FOR FY16-17

- Achieved target response time on 100% of emergency tickets.
- Embarked on a sustainable software maintenance plan (Enterprise Agreement)
- Implemented new server infrastructure.
- Upgraded Exchange environment.
- Implemented 911 data integration at the Sheriff's Office.
- Implemented AFIS integration at the Sheriff's Office.
- Implemented recording and sharing of video from Board of Supervisors' meetings.
- Removed under-utilized self-service software and related expense.
- Wired the new Chinle Justice Court.

GOALS AND OBJECTIVES FOR FY17-18

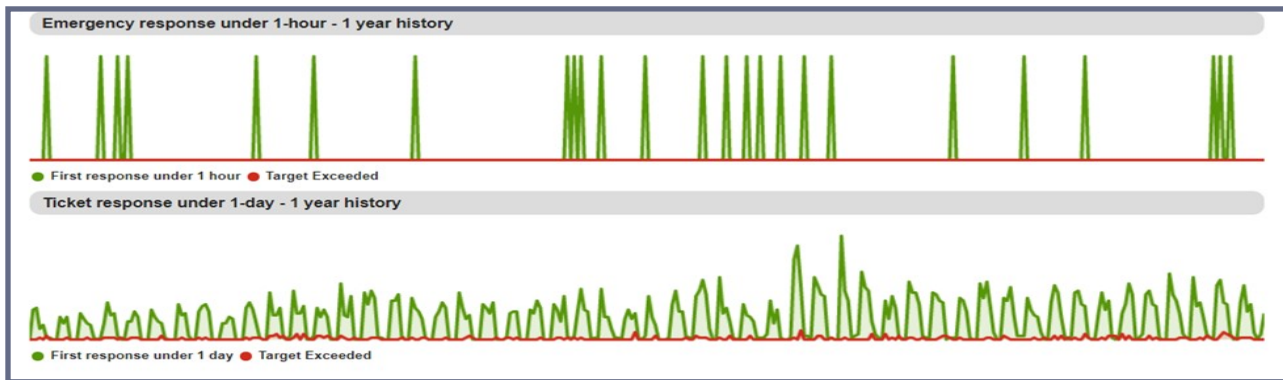
- Continue to achieve target response on 100% of emergency tickets.
- Continue to improve helpdesk ticket resolution accuracy, timeliness, and communication.
- Migrate all users to new Exchange environment.
- Migrate all users to Office 365.
- Migrate New World environment to new servers.
- Migrate Sheriff to new servers.
- Standardize desktop OS installations.
- Continue to improve information systems availability and security.
- Efficiently address support issues.



DEPARTMENT PROFILES

APACHE COUNTY INFORMATION TECHNOLOGY SERVICES

(Continued)



BUDGET:

DEPARTMENT/FUND	ACTUAL EXPENDITURES 2016	ACTUAL EXPENDITURES 2017	BUDGETED EXPENDITURES 2018
DATA PROCESSING:			
General Fund	\$ 665,726	\$ 1,992,796	\$ 480,519
DP Services, Schools	373,330	376,487	389,207
Department Total	\$ 1,039,056	\$ 2,369,283	\$ 869,726



DEPARTMENT PROFILES

APACHE COUNTY LIBRARY DISTRICT

MISSION STATEMENT:

We work to make our best better.

DEPARTMENT DESCRIPTION:

The Apache County Library District has a full and part-time staff of 30 employees. Our public services, technical services, facilities and administrative staff work together to provide a range of library services, collections, programs, and facilities for the communities of Alpine, Concho, Greer, Round Valley, Sanders, St. Johns and Vernon, Arizona. A digital branch has been created to offer resources to remote areas of the county.

ACCOMPLISHMENTS FY 2016-2017

Electronic Resources

- The number of residents registered with *OverDrive* to borrow eBooks, audios and streaming videos increased 9% overall.
 - Over 6,100 eBooks, approximately 700 eAudios, and over 120 eVideos are available through OverDrive.
 - Over 360 courses taught by professors and professionals are offered through Gale courses.
 - The number of residents enrolled in *Gale Courses* increased from 238 to 348.
 - With the aid of the State Library, over 20 databases are available along with test prep and encyclopedias. With the State's aid, over 120 magazines covering hobbies to business are also available.
 - Biblioboard, a new resource, provides over 38,000 eBooks including primary sources, documents, images, audio clips, and video clips. Biblioboard includes online self-publishing and database components.
 - Job help is offered through Cypress and Optimal Resume sites.
- All of our libraries provide 24x7 wireless internet services.

Strategic Planning

- Alpine Public Library hosted two community planning meetings on October 8, 2016 and November 18, 2016 during which community representatives selected two service priorities—***Know Your Community and Visit a Comfortable Space.***
 - Staff wrote goals and set objectives for these service priorities.
 - Staff created a brochure for general distribution which summarized the strategic plan.
 - Board of Supervisors approved the final plan on Tuesday, May 2, 2017.
 - Implementation of strategic plan began after Board approval.
- Round Valley, Sanders, and Vernon continued to implement their strategic plans.

Training

- All library employees have completed the Winter Driving and Customer Service Courses in the SafePersonnel Program offered by the County.
- Technical services staff continued to rotate responsibilities for ordering and processing library materials, equipment and supplies.
- Our Concho and Vernon library managers will continue their second year of training at the all-expenses paid Library Institute in Flagstaff from June 6-10, 2017 which is being hosted by the Arizona State Library, Archives and Public Records Division



DEPARTMENT PROFILES

APACHE COUNTY LIBRARY DISTRICT (Continued)

- The Library Director attended the 2017 Arizona Library Leadership Institute supported by federal LSTA funds granted by the Institute of Museum and Library Services and administered by the Arizona State Library, Archives and Public Record Division.
- Five employees hired during the fiscal year completed collection development training for Arizona Public Libraries sponsored by the Arizona State Library, Archives and Public Record Division. All library staff were given training on the new Biblioboard resource as well as a refresher on all eResources.

E-Rate Reimbursement

- Library District awarded \$43,601.36.

Programming and Exhibits

- Six libraries provided children's reading programs on a regular basis.
 - Six libraries hosted exhibits in a variety of media which featured the work of local artists.
 - Six libraries hosted book discussion groups.
 - Sanders Public Library offered Brain Box training for parents to engage their children ages 2-5 in reading.
 - St. Johns Public Library hosted the folk-singing duo Hungrytown in the Board of Supervisors Meeting Room, allowing for a comfortable venue.
 - Author workshops were offered at the Round Valley and St. Johns Libraries.
 - Round Valley Library's theme for Preservation Week celebrated the Hispanic Heritage of the Round Valley area. Interviews were conducted with members of the community, and their oral histories will be available on the website soon. Pictures were scanned, a time-line was created, and history was preserved.
 - Arizona Humanities Scholar, Barbara Jacquay, spoke about the sheep herders and ranchers of Arizona at both Round Valley and Vernon Public Libraries.
 - Round Valley, Sanders, and St. Johns hosted *Arizona Rick, Balloon Cowboy*, offering entertainment to over 200 youth.
 - Concho and St. Johns kicked off their summer reading programs with magician Cody Landstrom, who mixes magic with summer reading themes.
 - Concho had a booth at the Memorial Day Parade and ventriloquist/puppeteer, David Zacarte entertained the crowd.
- St. Johns Public Library boasts a teen group active each week in activities, planning, and tutoring.

Services

- All of our libraries provide Interlibrary Loan services which make a variety of materials not collected by our libraries, available to the public upon request.
- Sanders and Vernon provide free notary services.
- Several of our library staff proctor exams for students who participate in distance learning programs.
- In cooperation with Navopache Electric Co-op, six of our libraries provide access to Kill-A-Watt devices which allow people to measure the electricity used by a variety of appliances.
- In the course of a year, all of our libraries host meetings, lectures, movies, workshops, classes, displays, and tours.



DEPARTMENT PROFILES

APACHE COUNTY LIBRARY DISTRICT (Continued)

Facilities

- The community room of the Vernon Public Library, which is scheduled for use at least two times a week, was renovated, and the results are being appreciated by the community.

GOALS AND OBJECTIVES FOR FY 2017-2018

EResources

- Continue to actively promote awareness of and use of the many resources offered by the Library District free to all library card holders.
Continue to find ways to share these resources with all members of the County.

Strategic Planning

- Greer Memorial Library will host two community planning meetings.
- Committee will select 1-2 service priorities.
- Staff will write goals and set objectives for these priorities and create a brochure for general distribution which summarizes the strategic plan.
- Board of Supervisors will approve final plan.
Implementation of strategic plan will begin immediately following Board approval.

Strategic Planning

- St. Johns Public Library will host two community planning meetings.
- Committee will select 1-2 service priorities.
- Staff will write goals and set objectives for these priorities and create a brochure for general distribution which summarizes the strategic plan.
- Board of Supervisors will approve final plan.
- Implementation of strategic plan will begin immediately following Board approval.

Sanders Public Library

- In response to increased library attendance which has resulted in consistent congestion at the circulation desk, we will design, build, and purchase service desk modules to streamline workflow and reduce congestion.

BUDGET:

DEPARTMENT/FUND	ACTUAL EXPENDITURES/ EXPENSES* 2016	ACTUAL EXPENDITURES/ EXPENSES* 2017	BUDGETED EXPENDITURES/ EXPENSES 2018
COUNTY LIBRARY:			
Library District	\$ 1,552,385	\$ 1,539,022	\$ 2,130,043
Debt Service, Library Bond	715,625	722,225	727,225
Department Total	\$ 2,268,010	\$ 2,261,247	\$ 2,857,268



DEPARTMENT PROFILES

APACHE COUNTY MANAGER'S OFFICE

DEPARTMENT DESCRIPTION

The Apache County Board of Supervisors hires a County Manager who in turn hires department managers to conduct the daily business of the county. The County Manager carries out the mandates of the Board, working closely with the department heads and elected officials, to ensure the County is functioning according to those mandates. He also represents the County at various statewide and national meetings, looking out for the best interests of the County. As Clerk of the Board, Mr. Wengert has several official duties including preparing and posting the board agendas, publishing meeting minutes in the newspaper and conducting the back tax land sale.

- Delwin P. Wengert is currently the County Manager/Clerk of the Board for Apache County. Mr. Wengert served as the County Engineer/Deputy County Manager for seven years prior to accepting the County Manager position. He received his Bachelor of Science Degree in Engineering from Arizona State University in Tempe, Arizona. Mr. Wengert serves on the board of the White Mountain Regional Medical Center as well as the Eastern Arizona Stewardship Center. He has served for four years on the city council for the City of St. Johns.

BUDGET:

DEPARTMENT/FUND	ACTUAL EXPENDITURES/ EXPENSES* 2016	ACTUAL EXPENDITURES/ EXPENSES* 2017	BUDGETED EXPENDITURES/ EXPENSES 2018
COUNTY MANAGER:			
General Fund	\$ 1,714,600	\$ 1,984,564	\$ 1,885,115
General Fund - Contingencies	324,813	-	3,999,769
Misc Revenue	-	-	1,100,000
Forest Fees	749,268	-	500,000
Junior College Tuition Reimbursement	2,600,650	1,733,550	2,030,000
Post Secondary Education	819,696	680,500	850,665
Debt Service, GADA Loan	-	78,563	3,200,000
Waste Tire Disposal	-	-	125,000
CDBG	27,993	80,000	300,000
Fire District Assistance	534,118	-	604,276
Department Total	\$ 6,045,967	\$ 4,557,177	\$ 14,594,825



DEPARTMENT PROFILES

APACHE COUNTY PROBATION

DEPARTMENT DESCRIPTION:

Apache County Probation Services is responsible for the supervision of persons placed on probation – both adults and juveniles. This includes enforcing court-ordered terms and conditions; ensuring probationer compliance with counseling; collecting court-ordered fees and fines; ensuring victim's restitution is paid; and verifying Community Restitution Hours are completed. The biggest goal of Probation is to reduce offender recidivism with an objective of restoring the victims and the community, and returning the offender as a productive member of the community.

ACCOMPLISHMENTS FOR FY 2016-2017

- \$116,147.01 was collected in probation fees
- More than 12,000 hours of Community Restitution Service hours were completed which resulted in approximately \$120,000 in cost savings for tax payers
- Staff met all mandated training—including Case Management and Evidence Based Practices
- Field Staff is engaged in on-going Epics II and Motivational Interviewing training

GOALS AND OBJECTIVES FOR FY 2017-2018

- Continue to promote Public Safety by reducing offender recidivism
- Continue to encourage staff development and education
- Increase Victim Restitution collections
- Increase completion of Community Restitution Services Hours
- Increase collections of court-ordered fines and fees



DEPARTMENT PROFILES
APACHE COUNTY PROBATION (Continued)

BUDGET:

DEPARTMENT/FUND	ACTUAL EXPENDITURES/ EXPENSES* 2016	ACTUAL EXPENDITURES/ EXPENSES* 2017	BUDGETED EXPENDITURES/ EXPENSES 2018
PROBATION:			
General Fund	\$ 477,444	\$ 497,867	\$ 501,011
Extra Juvenile Diversion	-	-	100
State Aid to Probation	154,751	127,006	141,496
Family Counseling	9,227	7,369	13,986
Adult Probation Fees	109,338	137,470	119,616
Adult Intensive Supervision	274,170	282,522	299,469
Juvenile Treatment Services		133,164	119,886
Juvenile Probation Fees	75,751	3,822	7,500
J.I.P.S.	9,269	66,789	99,943
Adult Probation Enhancement	62,436	172,464	270,799
Diversion Fees, Juv Probation	236,730	1,055	1,055
Detention Equalization	69	480	30,000
Extra Adult Probation Fees	-	-	500
Extra Juvenile Probation Fees	-	-	100
Drug Treatment & Education	12,439	10,557	14,258
Diversion Intake	34,490	-	1,000
Diversion Consequence	32,182	26,063	32,984
Drug Testing	20,744	34,582	82,711
Community Punishment	62,635	52,029	54,803
Title 1	-	-	22,000
Juvenile Jail District	570,457	637,714	1,145,854
Department Total	\$ 2,142,132	\$ 2,190,953	\$ 2,959,071



DEPARTMENT PROFILES

APACHE COUNTY PUBLIC FIDUCIARY

MISSION STATEMENT

The Office of the Public Fiduciary was established in 1974 by the Arizona State Legislature. A.R.S.14-5601(A) requires each county board of supervisors to appoint a public fiduciary, and the cost incurred to conduct this office is charged against county government.

SERVICES

The Apache County Public Fiduciary provides guardianship, conservatorship, decedent services and County indigent death services for the citizens of Apache County. Social Security Offices will designate the Public Fiduciary Office as payee to several citizens who are in need of financial assistance.

DEPARTMENT DESCRIPTION

The Apache County Public Fiduciary's Office is state mandated to serve as Guardian and Conservator for those who are in need of services due to the fact they have no family or anyone who is willing to appear in that capacity. In addition, the Fiduciary Office investigates when there is a need for probate of a deceased person and decedent's estate. Financial monitoring is required of all guardianships and payees. A monthly financial sheet is kept with information pertaining to monthly expenditures.

MANDATED SERVICES STATUTES AND MANDATED LEVEL OF SERVICES

- The Apache County Board of Supervisors are required to establish the Office of the Public Fiduciary. A.R.S. 514-5601. Provide guardianship, conservatorship and administration of decedent Estates when appointed by the Superior Court.
- The Apache County Board of Supervisors are to appoint the public fiduciary. A.R.S. 514-5601 . The Fiduciary shall manage the department and conduct the affairs of the office.
- The Apache County Superior Court may appointment the Public Fiduciary as Guardian, Conservator, Guardian/Conservator or Personal Representative. A.R.S. 514-5602A. The Superior Court shall appoint a Public Fiduciary for those in need of a guardianship, conservator or Estate administration.
- The Public Fiduciary shall keep proper organization of assets and real properties. A.R.S. 514-5602B.
- Representative Payee. A.R.S. 514-5602C, After the Public Fiduciary is appointed s Guardian/Conservator, she may apply for and become a designated payee of benefits payable to a person under federal or state law.
- The Public Fiduciary shall deposit marshaled funds. A.R.S. 514-5603(A). Any incoming funds of appointed wards shall be deposited into a local bank. Money deposited or invested shall be withdrawn only at the direction of the Public Fiduciary.
- The Public Fiduciary shall establish investment plans. A.R.S. 514-5603(B). The Public Fiduciary may establish on behalf of the ward a proposed investment plan after receiving approval of the Superior Court.



DEPARTMENT PROFILES

APACHE COUNTY PUBLIC FIDUCIARY (Continued)

- The Public Fiduciary shall provide annual accountings. A.R.S. SS14-5605 and 5606. Annual accountings or final accountings shall be provided to the Superior Court for assets over \$10,000.00. Some of the duties entail taking possession of, collecting, managing and securing real and personal property and cash assets of the appointee or decedent. The Fiduciary shall also sell and distribute decedent's real and personal property. Necessary funeral arrangements shall be made and pay reasonable charges with estate assets.
- Report abuse, neglect and exploitation of vulnerable adults. A.R.S. 546-454. The guardian or conservator of a vulnerable adult shall immediately report or cause reports to be made to the Superior Court.
- Burial of indigent deceased. A.R.S. SI 1-600. The Apache County Board of Supervisors established the County Indigent Decedent Services which if there is not sufficient property in the estate of the deceased to pay the expenses of the burial or cremation, the expenses shall be a legal charge against the County. Upon determination of indigence, upon county request, without fee, the funeral establishment designated by the county an indigent burial.

ACCOMPLISHMENTS FOR 2016-2017

- Increased the Fiduciary Office inter-agency contacts and referrals through Adult Protective Services and Little Colorado Behavioral Health Center.
- Ensured meaningful access to myself and contact with outside agencies along with the Apache County judicial personnel.
- Continue meetings between several mental facilities in and out of our area. Undertake several new payees.
- Attend trainings with other county Public Fiduciary offices in order to increase my knowledge of fiduciary matters. I have also attended seminars organized by the Arizona Fiduciaries Association.
- If the fiduciary budget cannot be increased, can another department subsidize funds to offset the requested increase?

GOALS AND OBJECTIVES FOR 2017-2018

- Keep working with the Apache County Superior Court, Little Colorado and Adult Protective Services in order to place wards whenever necessary through court orders.
- Decrease the cost for storage for wards belongings.
- Fill in the existing Administrative 1 position to help with the case load of the Public Fiduciary Office.
- Continue improving the timeliness of case processing and performance. • Schedule meetings between the Fiduciary Office and local services to help provide economic needs of the wards and to determine means in order to reduce impact between the Fiduciary Office and the County.
- Continue providing guardianship/conservatorship services as statutorily set forth in the Arizona Revised Statutes.



DEPARTMENT PROFILES

APACHE COUNTY JUSTICE COURTS

BUDGET:

DEPARTMENT/FUND	ACTUAL EXPENDITURES/ EXPENSES* 2016	ACTUAL EXPENDITURES/ EXPENSES* 2017	BUDGETED EXPENDITURES/ EXPENSES 2018
JUSTICES OF THE PEACE:			
General Fund	\$ 897,862	\$ 874,951	\$ 1,037,945
Department Total	\$ 897,862	\$ 874,951	\$ 1,037,945





DEPARTMENT PROFILES

APACHE COUNTY JUSTICE COURT—PUERCO**Judge J. Yellowhorse**

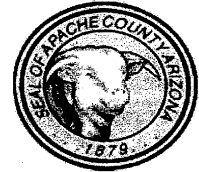
Puerco Justice Court

Post Office Box 610

US Hwy 191 within 1 mile of I40 Exit 339

Sanders, Arizona 86512

Phone: (928) 688-2954 ♦ Fax: (928) 688-2244

**Staff**

<i>Jay Yellowhorse</i>	<i>Judge</i>
<i>Carole Benally</i>	<i>Chief Clerk</i>
<i>Lucinda Attakai</i>	<i>Court Clerk</i>
<i>Chyrelle Lee</i>	<i>Court Clerk</i>
<i>Eileen Ashley</i>	<i>Court Clerk</i>

Mission Statement

As the place where Justice starts, it is the mission of the Puerco Justice Court to serve the people of Arizona by efficient and accessible administration of justice for all, and to treat all persons with integrity, fairness, and respect.

Department Description

Puerco Justice Court hears over 3,000 cases a year. Our hard working staff strives to serve the community and others by providing all needed documents and answering phone calls from the public. Anyone entering our court is treated with respect and greeted with professionalism.

Many cases are heard at our court throughout the week.



DEPARTMENT PROFILES

APACHE COUNTY JUSTICE COURT—PUERCO (CONTINUED)

Traffic Cases

Is done both weekly and daily. Puerco Justice Court receives numerous citations which are completed daily by both the staff and the Judge. Title 28- transportation which are Civil and Criminal traffic cases.

Criminal Cases

On average we hear 10 cases a week. These cases include Title 3- Livestock & Agriculture, Title 4- Liquor laws, Title 13, Criminal trespass, Burglary and Infliction of serious injury.

Civil Cases

Civil cases heard at the court house include Small Claims, Forcible and special detainers, and Orders of protection.

Accomplishments

On average the Puerco Justice Court completes 2,500 hours a year of community restitution and when considering minimum wage in Arizona is 10 dollars an hour, the Puerco Justice Court on average saves the county \$25,000.00 or more a year

The Puerco Justice Court has provided programs to defendants which help them take control of their state of mind, emotions and behavior. These programs help Defendants strive for a more successful future and enhance the quality of life. These programs not only help the defendants but bring assistance to Apache County and its citizens, through trash cleanup, clearing of weeds and Wood for Veterans and Elders.

Cost saving efforts continues to be a high priority for our court house and staff. Court employees are provided local training opportunities conducted by the superior courts field trainer as well as online courses. E-citations help the court save cost and time for both the court and DPS officers.

The court participates in the FARE program, which collects fines and restitution for the court.

Goals

The Puerco Justice Court will continue its commitment to the citizens and strive to make the Puerco Justice Court the best court possible, to better serve Apache County Citizens.

To bring more cost saving programs and ideas to Apache County

Enhance the Courts education on new laws

Final Statement

The Puerco Justice Court is a proud member of Apache County and we strive to work hard and are honored by the opportunity we were given in serving the people of Apache County.



DEPARTMENT PROFILES

APACHE COUNTY JUSTICE COURT—ROUND VALLEY

MISSION STATEMENT

The mission of the Round Valley Justice Court is to provide all individuals with equal access to the judicial system. This can be accomplished through timely and efficient civil and criminal case management, resolution of disputes, and treating each member of the public with dignity, courtesy, impartiality, and professionalism.

DEPARTMENT DESCRIPTION

The Round Valley Justice Court resolves the following types of matters:

- a. Small claims;
- b. Landlord-Tenant;
- c. Orders of Protection / Injunctions Prohibiting Harassment;
- d. Civil / criminal traffic;
- e. Misdemeanors;
- f. Juveniles; and
- g. Felonies (through the Preliminary Hearing stage).

In addition, the court is responsible for the following services:

- a. Accurate and safe handling of court-ordered fees, fines and victim restitution, including disbursement of all funds;
- b. Storage and safeguarding of all exhibits and evidence;
- c. Issuance of Marriage Licenses for the office of the Clerk of the Superior Court;
- d. Compiling and maintenance of Statistical Reports;
- e. Issuance of Search Warrants; and
- f. Completion of Record Searches for various agencies.

ACCOMPLISHMENTS FOR FISCAL YEAR 2016-2017

For the fiscal year 2016-2017, the Court accomplished the following objectives:

- a. By participation in the Fine and Restitution Enforcement Program (FARE), collection of \$48,983.60 from July, 2016 through April, 2017 (12-month projection is \$58,780), from those defendants who have failed to comply with the Court's orders to pay fines, fees and restitution;
- b. By enforcement of County Ordinance #2001-24 (Apache County Justice Court Recovery Fund established in October 2001 to fund projects in order to enhance services provided through the justice courts), collection of \$24,943.69 from July, 2017 through April, 2017;
- c. Collection of fines, fees and restitution through the State Tax Intercept Program;
- d. Continued implementation of E-Filings for Department of Public Safety citations;
- e. Transmittal of Motor Vehicle Records electronically; and
- f. Continued assistance to litigants/defendants in over 180 different languages through the use of interpreters and utilized Language Line Services.



DEPARTMENT PROFILES

APACHE COUNTY JUSTICE COURT—ROUND VALLEY

CHALLENGES, ISSUES AND OPPORTUNITIES

The Round Valley Justice Court continues to have two main challenges: (1) pay raises for staff members; and (2) courthouse security. The Court acknowledges Apache County reports that finances have been strained to the breaking point. However, the Court – once again -- respectfully makes the following observations:

PAY RAISES FOR STAFF MEMBERS

- a. Employees at RVJC are dedicated and hardworking;
- b. A great deal of work is required by each clerk to carry this load; and
- c. Failure to properly compensate staff means risking losing these excellent employees to higher-paying jobs.

COURTHOUSE SECURITY

Over the next three years, courts will be required to implement various court security measures. These are mandated, even though AOC acknowledges that some counties cannot afford to implement the changes. At the recent Arizona Magistrates Association Conference, AOC was questioned by various city magistrates, including Judge Gregory, regarding how to pay for the changes. We were assured there would be grants available to help. However, at this point, it is by no means certain that the grants will pay for everything that will be required. Therefore, the court may need financial help in complying with the mandate, as our budget does not currently have much money to spare.





DEPARTMENT PROFILES

APACHE COUNTY JUSTICE COURT—ST. JOHNS

DEPARTMENT DESCRIPTION:

Each county has Justice Courts that are presided over by a Justice of the Peace, who is elected for a four year term. These include civil lawsuits where the amount in dispute is \$10,000.00 or less, landlord and tenant controversies, small claims where the amount in dispute is \$3,500.00 or less, and the full range of civil and criminal traffic offenses, including DUIs. Justice of the Peace also resolve other types of misdemeanor allegations (e.g. shoplifting, issuing bad checks, violating restraining orders) and, like other trial judges, also handle petitions for Orders of Protection and Injunctions against Harassment.

MISSIONS STATEMENT:

To provide the public with fair and impartial treatment; building confidence in the Justice system. We strive to progressively lead the way in improving procedures in order to serve with accuracy and efficiency.

ACCOMPLISHMENTS FOR FY 2016-2017

The Justice Court is still progressing with the Arizona Disposition Reporting System (ADRS). Improving the reporting of the dispositions and sentencing information to law enforcement and Justice Agencies. This process helps ensure public safety.

The Justice Court is in progress of abiding by all policies and procedures of the Minimum Accounting Standards. A new security door was established in the Justice Court to maintain physical restrictions between the public and the areas where court monies and financial records are stored and allow only authorized access to those areas.

GOAL AND OBJECTIVES FOR FY 2017-2018

Continue providing the Public with service and confidence in the Justice System. Approach the incoming year challenges with a proactive attitude.

Continue complying with the records retention statutes.

Continue to move forward updating procedures, meeting standards and goals so the St. Johns Justice Court meets the Arizona Supreme Courts expectations.

Prepare for statewide case management system. By doing all clean up data that is needed.

Install a Virtual Server to more protect any Court recordings.

Purchasing a new safe for the Court to secure all monies. Per Minimum Accounting Standards the Court is to secure a safe that the combination can be changed if a person is no longer working for the Court where all court monies and financial records are stored and allow only authorized access to the safe.



DEPARTMENT PROFILES

APACHE COUNTY RECORDER'S OFFICE

MISSION STATEMENT

To provide efficient services to the public through the recordation and retrieval of records, and to maintain the voter registration data base and conduct early voting in accordance with the Federal and State statutes.

DEPARTMENT DESCRIPTION

The Recorder's Office is responsible to classify, index, image and preserve all recorded documents.

The Office will:

- Provide access to all public records for research.
- Provide access for the public to electronically record documents.
- Ensure the public is treated professionally and fairly.
- Record documents in compliance with the Arizona Revised Statutes. The recorded documents may consist of: Home site lease; Certificate (marriage, divorce, death), Real Estate Transactions; Mortgages; Military DD-214; Financial Statement Agreements; Living Wills, Deeds of Trust; Family Trust; Personal Property; Tax Liens and Contract Agreements, etc.

The Voter Registration and the Outreach Offices are responsible to maintain the voter registration data base, and to register and to disseminate voter information.

The Offices will:

- Register citizens in accordance with the Arizona Revised Statutes.
- Provide voter registration forms in convenient places throughout the county (post offices, chapter houses, city or town hall, etc.)
- Provide translation of election related material/information upon request and upon availability in compliance with the Consent Decree.
- Conduct Early Voting and translation of ballot/propositions upon request.
- Mail out ballots to citizens on the Permanent Early Voting list or to voters who request for early ballots, receive provisional envelopes and prepare reports for the Election Department for submittal to the Secretary of State.
- Coordinate the Street File Project with appropriate county and tribal organizations.
- Coordinate the Selection of Poll Workers and conduct Poll Worker Training in consultation with the Elections Office.
- Reviews challenges, recall and referendum/initiatives petitions upon request.

ACCOMPLISHMENTS FOR FY 2016-2017

- Established the Chinle Voter Outreach Office within the District I office compound which also served as an Successfully transitioned to the newly elected Recorder, Mr. Edison Wauneka.
- Extended our computerized imaging and indexing of previously recorded documents back to 1983.
- Attended Arizona Association of Counties conferences and meetings to stay up to date with current statutes and legislation involving recordings and voter registration.



DEPARTMENT PROFILES

APACHE COUNTY RECORDER'S OFFICE (Continued)

ACCOMPLISHMENTS FOR FY 2016-2017 (Continued)

- Worked with the other 14 Arizona counties and the Arizona Secretary of State to evaluate and consider upgrading the voter registration software.
- Worked with the Navajo Nation Addressing Authority to help continue the creation of standardized addresses for Apache County citizens living in the Navajo Nation, which will allow us to more accurately process their information when registering to vote.
- Assisted all 29 Chapters in Apache County to help inform the public about elections, voter registration, and early voting.
- Assisted all 29 Chapters in Apache County with their Local Rural Addressing Committees goals to provide standardized addresses.
- Increased voter registration by nearly 2400 voters.
- Performed extensive voter registration roll cleanup to remove voters who have moved or are otherwise no longer qualified to vote in Apache County.
- Conducted a record setting Primary and General presidential election, including a General Election turnout of over 59%.

GOALS AND OBJECTIVES FOR FY 2017-2018

- Continue assisting the Navajo Nation with their addressing project.
- Assist the Arizona Secretary of State to update Election Procedure Manual to reflect current statutes.
- Extend our computerized Recordings database to include recordings back through 1980
- Increase voter registration by 500 voters through voter registration drives, high school presentations, fairs, and community events.
- Assist the Arizona Secretary of State selecting and implementing a revised voter registration database.
- Coordinate with the other 14 Arizona counties to provide uniform recording fees and a standardization of practices.
- Work with the Electronic Registration Information Center (ERIC) to help eliminate possibility of voters being registered in multiple jurisdictions and states.
- Get all Recorder's office staff certified or re-certified as elections officials.
- Continue to maintain the voter registration rolls to have a list as accurate as possible.

BUDGET:

DEPARTMENT/FUND	ACTUAL EXPENDITURES/ EXPENSES* 2016	ACTUAL EXPENDITURES/ EXPENSES* 2017	BUDGETED EXPENDITURES/ EXPENSES 2018
RECORDER:			
General Fund	\$ 509,206	\$ 468,722	\$ 492,230
Recorder's Surcharge	21,674	13,431	25,000
Department Total	\$ 530,880	\$ 482,153	\$ 517,230



DEPARTMENT PROFILES

APACHE COUNTY SHERIFF'S OFFICE

MISSION STATEMENT:

The Office of the Apache County Sheriff shall preserve the peace and protect life and property in Apache County. While accountable to the public, we are committed to providing professional and impartial public services which promote safe communities. We will maintain the public's confidence and trust with honor, integrity and dedication.

DEPARTMENT DESCRIPTION

Apache County occupies the northeastern portion of Arizona, covering approximately 11,127 square miles. Under the leadership of Sheriff Joseph Dedman Jr., the Apache County Sheriff's Office provides full-time law enforcement services throughout Apache County, including many unincorporated towns and subdivisions. Furthermore, much of the northern portion of Apache County is comprised of the Navajo Nation. In addition to assisting the Navajo Nation Police Department, the Apache County Sheriff's Office has law enforcement jurisdiction for the non-Native American population residing or visiting within the boundaries of the Navajo Nation.

The Apache County Sheriff's Office is currently staffed with approximately 80 employees, including 29 full-time law enforcement officers. These law enforcement officers are responsible for providing law enforcement services throughout Apache County. This includes, but is not limited to: patrolling assigned areas, deterring crime, conducting criminal investigations, and enforcing Arizona state laws and Apache County ordinances. The Apache County Sheriff's Office is also responsible for the secure storage of evidence seized during the course of criminal investigations and is solely responsible for the processing, service, and execution of all civil processes issued by the Apache County Superior Court.

In addition, the Apache County Sheriff's Office oversees the Apache County Special Crimes Enforcement Team (SCET), which is a multi-jurisdictional team including deputies from the Apache County Sheriff's Office and officers from the Eagar, Springerville, and Saint Johns Police Departments. SCET is responsible for enforcing Arizona state laws, with the primary responsibility of investigating drug crimes, especially egregious crimes, and illegal enterprise/ gang activity within Apache County. SCET personnel routinely conduct surveillance operations, execute high-risk search warrants, and assist local law enforcement agencies, including: the Arizona Department of Public Safety, Arizona Department of Transportation, United States Drug Enforcement Agency, Arizona Attorney General's Office, Apache County Attorney's Office, Saint Johns Police Department, Eagar Police Department, Springerville Police Department.

Additionally, the Apache County Sheriff's Office has many civilian employees, such as detention officers, nurses, and administrative personnel. Many of these civilian employees staff the Apache County Jail. The Apache County Jail is a regional facility and is responsible for safely housing all sentenced and unsentenced adult offenders within Apache County.

The Apache County Sheriff's Office also utilizes many volunteers, who staff the Northern and Southern Apache County Sheriff's Office Posses. These volunteers graciously assist with large public events, as well as search and rescue operations within Apache County.



DEPARTMENT PROFILES

APACHE COUNTY SHERIFF'S OFFICE (Continued)

Furthermore, the Apache County Sheriff's Office houses a state-of-the-art communications/ dispatch center. The Apache County Sheriff's Office Communications Center is responsible for the gathering and relaying of vital information and resources to first responders within Apache County. In doing so, the communications center services several law enforcement agencies within Apache County, including the Apache County Sheriff's Office, United States Forest Service, Saint Johns Police Department, Eagar Police Department, and Springerville Police Department. The communications center also services the Vernon, Concho, Greer, Alpine, Nutrioso, and Puerco Valley Fire Districts, as well as the Springerville, Eagar, and Saint Johns Fire Departments.

Lastly, the Apache County Sheriff's Office oversees the Apache County Division of Emergency Management. Apache County Emergency Management is responsible for evaluating, understanding, planning, and preparing for the unexpected. This is done by creating and maintaining strong partnerships with other agencies, volunteer organizations, and private sector organizations. This promotes an effective response to any emergency, as well as facilitating the appropriate mitigation of hazards and assisting in recovery actions.

ACCOMPLISHMENTS FOR FY 2016-2017:

During fiscal year 2016-2017, the Apache County Sheriff's Office continually sought out training opportunities for all sworn and non-sworn personnel. These training opportunities were selected with the goal of improving overall effectiveness and efficiency. The Apache County Sheriff's Office also pursued several grant opportunities to ease the financial burden on Apache County and the Apache County Sheriff's Office. During fiscal year 2016-2017, the Apache County Sheriff's Office and Division of Emergency Management was awarded approximately \$237,826.91 in State and Federal grant funding.

Additionally, during fiscal year 2016-2017, the Apache County Sheriff's Office focused on recruiting and retaining employees, while enhancing employee satisfaction and performance. This was done by encouraging professional and personal development by providing more training opportunities, as well as more detailed on-the-job training.

To further increase operating efficiency while reducing liability, the Apache County Sheriff's Office implemented the use of body worn cameras for all patrol and detention personnel. This is expected to strengthen criminal investigations, promote accountability, and reduce overall civil liability, while promoting public transparency.

Additionally, the Apache County Sheriff's Office implemented the use of Guardian Tracking for all personnel. In essence, this program is an electronic personnel file. For example, this program allows for memorandums to be issued electronically to all personnel, leaving no question as to if a memorandum was received and read. Also, this program allows for all personnel discipline and accommodations to be filed and stored electronically, maintaining a personnel file for each employee. This is expected to increase employee accountability and foster transparency agency-wide.



DEPARTMENT PROFILES

APACHE COUNTY SHERIFF'S OFFICE (Continued)

The Apache County Division of Emergency Management participated in several exercises with various county and state agencies. This has strengthened working relationships with key emergency management partners, which will prove to be invaluable should an emergency or disaster arise. Additionally, the Apache County Division of Emergency Management has been in the tedious process of updating the Apache County Hazard Mitigation Plan and Apache County Emergency Operations Plan. Updating both of these plans, although time consuming and labor-intensive, are vital for the effective operation of Apache County government, should a disaster strike. Updating these plans are also necessary to continue receiving much needed grant funding from State and Federal sources.

GOALS AND OBJECTIVES FOR FY 2017-2018:

The Apache County Sheriff's Office continually strives to improve overall effectiveness and efficiency, while providing exemplary service to the public. During fiscal year 2017-2018, the Apache County Sheriff's Office will take measures to decrease equipment maintenance costs, reduce workplace injuries, reduce civil liability, and promote accountability. This will be augmented by the use of body worn cameras and the Guardian Tracking program.

PERFORMANCE MEASURES:

During fiscal year 2017-2018, the Apache County Sheriff's Office and Division of Emergency Management will continue to aggressively pursue State and Federal grant funding opportunities, with the goal of easing financial strain on Apache County and the Apache County Sheriff's Office. This funding will also help provided equipment and training to help improve overall performance.

The Apache County Sheriff's Office is also committed to reducing overall operating costs each year. However, law enforcement agencies can incur unforeseen costly financial burdens, such as equipment maintenance costs, work related injuries costs, and civil litigation costs. The Apache County Sheriff's Office will continue to promote and provide up-to-date training opportunities to all personnel to decrease equipment maintenance costs, while promoting a safe working environment.

Furthermore, the Apache County Sheriff's Office is committed to increasing the accountability of its employees. Recently, the Apache County Sheriff's Office has purchased Guardian Tracking, which is a program that promotes the documentation and reporting of employee conduct, thus contributing to employee accountability. This is expected to promote workplace safety and adherence to policy, while promoting overall transparency.

In addition, the Apache County Sheriff's Office has implemented the use of body worn cameras for all patrol and detention personnel. These cameras have been proven to reduce civil liability, reduce citizen complaints, strengthen criminal investigations, and increase accountability.



DEPARTMENT PROFILES

APACHE COUNTY SHERIFF'S OFFICE (Continued)**KEY CHANGES:**

- A. Each year, the Apache County Sheriff's Office continues to provide exemplary law enforcement services to all residents and visitors of Apache County. The Apache County Sheriff's Office is not only responsible for impartially enforcing Arizona State laws and Apache County ordinances, but is also responsible for safely housing inmates at the Apache County Jail and executing all civil processes issued by the Apache County Superior Court.
- B. Over the years, the perception of law enforcement has changed drastically, with increased public scrutiny of the activities of law enforcement personnel and organizations. This has also resulted in a nationwide decrease of public support of law enforcement and in increase of civil suits filed against law enforcement personnel and organizations.

To help counter this, the Apache County Sheriff's Office has implemented the use of body worn cameras for all personnel who routinely engage members of the public or inmates in the Apache County Jail. This is expected to be of great benefit to Apache County, as law enforcement organizations nationwide have seen a large increase of personnel accountability and a notable reduction of citizen complaints and civil suits by using body worn cameras.

- C. The Apache County Sheriff's Office continually seeks out alternate funding opportunities to help ease the financial strain of Apache County and the Apache County Sheriff's Office. During fiscal year 2016-2017, the Apache County Sheriff's Office and Division of Emergency Management was awarded \$237,856.91 in State and Federal grant funding. The Apache County Sheriff's Office and Division of Emergency Management continue to aggressively pursue alternate funding sources each year and has been awarded a combined total \$422,386.50 in State and Federal grant funding.
- D. Each year, the Apache County Sheriff's Office valiantly attempts to operate within the allotted budget. However, unlike other county organizations, the Apache County Sheriff's Office, being the supreme law enforcement organization in the county and can incur unforeseen costs. These costs include such things as unexpected overtime costs, vehicle maintenance costs, costs related to search and rescue operations, and costs related to wildland fires within Apache County and neighboring counties.

In addition, the Apache County Sheriff's Office has begun participating in the initial startup of a regional Special Response Team, along with various other White Mountain area law enforcement agencies. This is historically a very costly endeavor, but one that is necessary due to the changing times. The Apache County Sheriff's Office continues to seek grant funding to offset these costs.



DEPARTMENT PROFILES

APACHE COUNTY SHERIFF'S OFFICE (Continued)

- E. Currently, the Apache County Sheriff's Office is operating understaffed. Presently, the Apache County Sheriff's Office has eight vacant sworn law enforcement positions and four vacant civilian positions. These positions have not been staffed due to budgetary constraints. This understaffing directly contributes to delayed response times to calls for service and high yearly unbudgeted overtime expenditures, in the average amount of approximately \$140,000 each year. Understaffing can also contribute to an increase of civil liability to Apache County and the Apache County Sheriff's Office, due to delayed response times to calls for service and potential property damage, injuries or fatalities as a direct result of personnel operating while fatigued, due to lack of sufficient manpower.
- F. During fiscal year 2016-2017, the Apache County Sheriff's Office pursued several grant opportunities to ease the financial burden on Apache County and the Apache County Sheriff's Office, totaling approximately \$19,900 in State and Federal grant funding. The Apache County Sheriff's Office focused on recruiting and retaining employees, while enhancing employee satisfaction and performance, by encouraging professional and personal development by providing more training opportunities, as well as more detailed on-the-job training. The Apache County Sheriff's Office has implemented the use of body worn cameras and the Guardian Tracking program, which have increased transparency while decreasing civil liability.

Additionally, during fiscal year 2016-2017, the Apache County Division of Emergency Management was awarded \$217,926.91 in grant funding. The Apache County Division of Emergency Management is currently in the tedious process of updating the Apache County Hazard Mitigation Plan and Apache County Emergency Operations Plan. Updating both of these plans, although time consuming, are vital for the effective operation of Apache County government, should a disaster strike. Updating these plans are also necessary to continue receiving much needed grant funding from State and Federal sources and will continue into fiscal year 2017-2018.

- G. The Apache County Sheriff's Office continually strives to improve overall effectiveness and efficiency, while providing exemplary service to the public. During fiscal year 2017-2018, the Apache County Sheriff's Office will take measures to decrease equipment maintenance costs, reduce workplace injuries, reduce civil liability, and promote accountability. This will be augmented by the use of body worn cameras and the Guardian Tracking program.

Additionally, as the Regional Special Response Teams comes to fruition, operational costs will most definitely increase. To reduce these costs, grant funding opportunities are currently and will continue to be pursued. Furthermore, the Apache County Sheriff's Office has purchased firearms managing software entitled: Firearms Manager Pro.



DEPARTMENT PROFILES

APACHE COUNTY SHERIFF'S OFFICE (Continued)

This software will allow the Apache County Sheriff's Office to electronically monitor the ammunition consumption rate and track personnel training and department issued firearms. This is expected to reduce overall armory costs by fostering ammunition usage accountability, as well as creating a scheduled firearm inspection/ maintenance schedule, reducing maintenance costs.

- H. Again, as the supreme law enforcement organization in the county, the Apache County Sheriff's Office can incur unforeseen costs each year, making it difficult to specify quantitative performance measures. However, each year the Apache County Sheriff's Office has and will continue to attempt to decrease expenditures, while increasing alternate sources of income through grant funding.

The Apache County Sheriff's Office plans to reduce equipment maintenance costs, work related injuries costs, and civil litigation costs by promoting and providing up-to-date training to personnel. Furthermore, the Apache County Sheriff's Office has implement the use of body worn cameras and Guardian Tracking, which are expected to reduce civil liability by promoting personnel accountability and conduct documentation.

DEPARTMENT/FUND	ACTUAL EXPENDITURES/ EXPENSES* 2016	ACTUAL EXPENDITURES/ EXPENSES* 2017	BUDGETED EXPENDITURES/ EXPENSES 2018
SHERIFF:			
General Fund	\$ 2,932,403	\$ 3,718,631	\$ 3,427,656
Sheriff's Grants	90,876	58,000	1,587,500
Jail Enhancement	61,559	171,082	200,000
ACCENT/Sheriff	433,913	366,742	226,506
Jail Services, Sheriff's Canteen	87,123	82,504	150,000
Jail District	2,315,634	2,254,769	2,200,000
Department Total	\$ 5,921,508	\$ 6,651,728	\$ 7,791,662



DEPARTMENT PROFILES

APACHE COUNTY SUPERINTENDENT OF SCHOOLS

MISSION STATEMENT:

The mission of the Apache County Superintendent of Schools and staff is to provide fiscal management, business and payroll services; to promote educational excellence by building alliances with school districts, service organizations, communities, and others; and to foster innovations in education that will prepare students for college and careers.

VISION STATEMENT:

All students can find success, self-worth, and achieve individual college and career goals through quality education.

DEPARTMENT DESCRIPTION:

The Apache County Educational Service Agency, office of the Superintendent of Schools, is a constitutionally created office and the County Schools Superintendent is an elected official. By Arizona Revised Statute, the Superintendent of Schools office serves as the fiscal agent for the county school districts and is a proactive coordinator of educational opportunities for teachers and staff throughout the county. Operating under the school Superintendent's office is the Apache County Schools Business Consortium that provides broadband services, IT support, and a variety of technology related products that include email systems, firewall systems, content filtering systems, school finance accounting systems and e-rate planning services.

ACCOMPLISHMENTS FOR FISCAL YEAR 2016-2017:

The Office of the Superintendent has provided fiscal services and support to ten of the eleven public school districts in Apache County (Chinle Unified School District assumes accounting responsibility according to A.R.S. 15-914.01), educational support and services to all eleven school districts, Jail Education, and support for the Apache County Juvenile Detention Education program currently housed in Navajo County. Included among the many duties and services performed are:

- Coordinating with the Northeast Arizona Regional Center (Apache, Coconino and Navajo counties) to provide on-going professional development for teachers and staff in Apache County;
- Coordinating and promoting School Board Elections for the 2016 General Election;
- Advertising, conducting an unbiased application and interview process, and selecting individuals to fill vacated school board seats;
- Sponsoring and coordinating the annual Apache County Spelling Bee;
- Participating and supporting the Northeast Arizona Regional STEM Fair;
- Participating and supporting Northeast Arizona Regional Center meetings and symposiums;
- Supporting the Building Communities that Support Children's Reading initiative;
- Developing an action plan in support of the Governor's grant from the National Governors Association to enable high-speed, affordable Internet in every classroom in Arizona;
- Supporting the Governor's Office of Youth, Faith and Family in a pilot project and education program on substance awareness;
- Providing opportunities for office staff to participate in AASBO and other professional development
- Collaborating with school district superintendents and administrators to investigate, discuss and solve common concerns and issues;



DEPARTMENT PROFILES

APACHE COUNTY SUPERINTENDENT OF SCHOOLS (Continued)

- Actively participating in the legislative process involving proposed bills that support or effect school districts across the State; serving as past president of the Arizona Association of County School Superintendents;
- Processing expense and payroll vouchers and printing warrants for ten of the eleven school districts in Apache County;
- Processing and recording deposits for ten of the eleven school districts and coordinating with the County Treasurer's office;
- Reconciling fiscal records between school districts, the Apache County Schools Office and the County Treasurer's Office on a monthly basis;
- Registering all home-school students;
- Recording and verifying all Certified Teacher Certificates for teachers that receive their payroll through the school superintendent's office;
- Processing federal grant applications and completion reports for all school districts and forwarding approved reports to the Arizona Department of Education Grants Management Division;
- Attending and participating in a multitude of state, regional and county meetings to facilitate common understanding of problems and issues facing all counties in Arizona;
- By clarifying the Arizona and Federal Impact Aid student funding process, the barrier for students who live along the state line that could attend a school nearer to them in the adjacent state has been reduced to decisions needing to be completed by local school decision makers;
- Supporting microwave data services provided by the Apache County Schools Business Consortium (ACSBC);
- Through the Apache County Schools Business Consortium, boosting, maintaining and monitoring bandwidth capabilities to school districts;
- Assisting schools in preparing for the next generation of statewide student assessments;

GOALS AND OBJECTIVES FOR FISCAL YEAR 2017-2018

The office of the Apache County Superintendent of Schools will continue to provide fiscal services and support to the ten school districts that fall under our purview (Chinle School District will continue to be a financially independent district), provide educational support and services to all eleven districts, Jail Education, and support the Navajo County Juvenile Detention Education program that serve Apache County juveniles.

- Continue to coordinate with the Northeast Arizona Regional Center (Apache, Coconino, and Navajo Counties) to provide on-going professional development for teachers, administrators, and staff of Apache County school districts;
- Assist qualified groups, according to statute and guidelines from the Secretary of State, with recall election information, forms, and processes as requested;
- Continue to provide opportunities for training to support newly elected school board members;



DEPARTMENT PROFILES

APACHE COUNTY SUPERINTENDENT OF SCHOOLS (Continued)

- Oversee, advertise, and conduct unbiased interviews to appoint individuals to fill vacant school board seats;
- Sponsor and coordinate the annual Apache County Spelling Bee;
- Sponsor and support the Northeast Arizona Regional Science Fair and STEM Festival;
- Participate in regional and state meetings and symposiums, as available;
- Continue support of the Building Communities that Support Children's Reading literacy program;
- Continue support of the substance awareness education pilot program offered by the Governor's Office of Youth, Faith and Family;
- Continue support of the National Governor's Association-Education Super Highway initiative to enable high-speed Internet access to every classroom;
- Provide opportunities for office staff to participate in AASBO and other professional development activities with the continuing improvement of services to districts in Apache County;
- Continue cross-training of current employees;
- Collaborate with school district superintendents and administrators to investigate, discuss and solve common concerns and issues;
- Continue to be active in researching and coordinating with other County Superintendents and organizations regarding proposed legislation;
- Continue to effectively provide timely fiscal support to districts by:
- Processing expense and payroll vouchers and printing warrants for ten of the eleven school districts in Apache County;
- Processing and recording deposits for the ten districts we are responsible for and coordinate with the Treasurer's Office;
- Reconciling fiscal records between the school districts, the School Superintendent's Office, and the County Treasurer's Office on a monthly basis;
- Process federal grant applications and completion reports for the ten school districts we are responsible for, and forward approved reports to the Arizona Department of Grants Management Division.
- Provide ancillary duties as required by statute:
- Register all home-school students and maintain an up-to-date accounting;
- Record and verify all Certified Teacher Certificates for teachers within Apache County, and notify districts of any certificates that have expired or have not been recorded;
- Search for opportunities to promote literacy and cultural awareness.
- Continue to provide fiscal support for the Apache County Schools Business Consortium.



DEPARTMENT PROFILES

APACHE COUNTY SUPERINTENDENT OF SCHOOLS (Continued)**CHALLENGES AND ISSUES:**

One of the greatest challenges facing the Apache County Superintendent's Office is having backup personnel to perform the specialized tasks required for school payroll, expense and account reconciliation. With only one Accounting Specialist and one Payroll Specialist, it becomes difficult to meet the responsibilities to the school districts we support and serve if an extended leave were to occur. Cross-training while maintaining appropriate separation of duties is a constant concern.

Obtaining a resolution that provides an appropriate and convenient educational solution for families and students who live along the Arizona border with New Mexico and Utah. This is an ongoing issue that involves leadership of the State Education Offices, State Legislators, school district administrators and Governing Boards. Arizona and Federal Impact Aid obstacles have been cleared and work continues at the local district level to obtain agreeable solutions.

Another challenge/initiative of the County School Superintendent is working with the National Governor's Association and the Education Super Highway to provide improved affordable broadband service to the underserved rural schools and communities of Arizona. While major successes have been achieved through the Corporation Commission and the State Legislature, achieving solutions that work in Apache County remains a challenge to be completed.

BUDGET:

DEPARTMENT/FUND	ACTUAL EXPENDITURES/ EXPENSES* 2016	ACTUAL EXPENDITURES/ EXPENSES* 2017	BUDGETED EXPENDITURES/ EXPENSES 2018
SCHOOL SUPERINTENDENT:			
General Fund	\$ 222,438	\$ 304,816	\$ 331,216
IDEA Secure Care	13,967	41,894	41,894
Department Total	\$ 236,405	\$ 346,710	\$ 373,110



DEPARTMENT PROFILES

APACHE COUNTY SUPERIOR COURT

MISSION STATEMENT

The mission of the Superior Court of Apache County is to ensure the prompt and fair adjudication of all cases and to foster public confidence and trust in the Courts through accessibility, communication and education.

DEPARTMENT DESCRIPTION

As part of the State's only general jurisdiction court, the Superior Court of Apache County hears two types of cases, criminal and civil. All non-criminal cases are defined as civil and include divorce, paternity, child support and parenting times, collectively designated as family court matters. Juvenile matters which include delinquency, dependency, adoption and severance cases are also heard in Superior Court. In addition, Superior Court is the forum for mental health, probate and limited jurisdiction court appeals.

The Superior Court of Apache County is the anchor of the Judicial Branch that includes the Clerk of the Superior Court, four Justice of the Peace Courts, the consolidated Adult and Juvenile Probation Department, and the Court Appointed Special Advocate (CASA) Program.

ACCOMPLISHMENTS FOR FY 2016-2017

- A consolidated preliminary hearing schedule has been established, providing better judicial efficiency and economy for multiple departments within the county.
- Focusing on the youth in Apache County, the introduction of the mock trial program this past fiscal year was very successful. The high school representing Apache County in its first competition took 3rd place in the regional competition held in Prescott, Arizona. Educational programs such as this are important for providing the public with a better understanding of the courts and the judicial branch of government.
- Several new CASA volunteers have been added to the program in fiscal year 2017. These volunteers are vital in providing advocacy to children who are victims of abuse and/or neglect.
- Courthouse improvements have been made to both the exterior and interior of the building, maintaining the historic integrity and providing a professional appearance.

GOALS AND OBJECTIVES FOR FY 2017-2018

- Maintain performance on the timeliness of case processing in all case types and continue to meet the time standards established by the State. Although case filings continue to increase each fiscal year, the Superior Court endeavors to maintain/manage case flow with the current number of staff by shifting/adjusting work assignments and responsibilities.
- Increase the number of resources available to self-represented litigants in obtaining appropriate services, including upgrades to system technology in order to allow access to court forms, court calendars, legal research, and court procedures.
- Continue to expand/improve the work of the Court's Dependency Caseflow Workgroup, a multi-agency effort that works to ensure that parties to cases involving children who have been removed from the parents' home are assured prompt access to the courts and due process.



DEPARTMENT PROFILES

APACHE COUNTY SUPERIOR COURT (CONTINUED)

- Develop and promote additional community outreach programs throughout Apache County. Programs such as these provide the residents in our county a better understanding of the courts and the judicial branch of government.
- Provide a safe and secure environment for the public and court staff by implementing the recently established State minimum security standards within the approved budget.
- In an effort to keep travel/training cost at a minimum, the Superior Court will enhance in-house training opportunities for court employees and court partners focusing on procedural and case processing standardization.
- Increase the number of volunteers to the Court Appointed Special Advocate (CASA) Program by continuing recruitment methods that proved successful in FY17 as well as identifying other possible resources. CASA volunteers advocate for the best interests of the County's most vulnerable children who are victims of abuse or neglect. It is our goal to insure that each child has a volunteer appointed to speak on their behalf throughout the court process.

BUDGET:

DEPARTMENT/FUND	ACTUAL EXPENDITURES/ EXPENSES* 2016	ACTUAL EXPENDITURES/ EXPENSES* 2017	BUDGETED EXPENDITURES/ EXPENSES 2018
SUPERIOR COURT:			
General Fund	\$ 974,662	\$ 976,554	\$ 1,009,207
Law Library	-	20,000	24,385
Juvenile High Risk Court	44,645	12,324	60,447
Norviel Decree	13,859	15,345	20,000
CASA	42,069	45,308	30,300
Field Trainer	24,002	24,639	26,022
Case Processing Assistance	10,009	13,842	12,868
Fill the Gap, Courts	166,533	221,746	205,658
Fill the Gap, Indigent Defense	-	-	10,000
Fill the Gap, Court Administration	-	-	33,500
Prosecution Recovery Sup Ct.	-	-	50,000
Department Total	\$ 1,275,779	\$ 1,329,758	\$ 1,482,387



DEPARTMENT PROFILES

APACHE COUNTY TREASURER'S OFFICE

MISSION STATEMENT

Our team objective is to provide the highest level of exceptional public service, transparency, and integrity while using flexible methodologies to become more efficient. The department is focused on being innovative, cost-effective, and strives to exceed the expectations of the citizens. Our goal is to enforce collection of delinquent taxes through the annual tax lien sale, collect and disburse revenues with accuracy, and make investments with the highest yield while maintaining safety and liquidity.

DEPARTMENT DESCRIPTION

- Collection of Real and Personal/Commercial property taxes
- Distribution of tax money collected to all taxing entities
- Changes to the tax roll when authorized
- Submittal of monthly reports to various entities including the Board of Supervisors (State remittance, monthly statements, etc.)
- Conduct an annual tax lien sale
- Maintain tax lien records
- Account for over 300+ separate funds for the county
- Community Outreach
- Act as banking service for the County
- Reconciliation that directly affects our ledger

ACCOMPLISHMENTS FOR FISCAL YEAR 2016-2017

- Improved the way interest is calculated
- Revamped and streamlined reconciliation
- Continued to streamline the organizational structure to compliment internal control and customer service.
- Improved customer service and office productivity by changing our Lockbox processing from Wholesale to Retail for a more automated tax collection service.
- Assisted in the correction of the tax rate error and the refunding of over 20,000 payments
- Reworked court remittances to reflect current statutes and give the courts receipts that match the Treasurer funds
- Implemented new reporting from our Point and Pay vendor to increase office productivity by using file uploads to our Tyler system for online tax payments.



DEPARTMENT PROFILES

APACHE COUNTY TREASURER'S OFFICE (Continued)**GOALS AND OBJECTIVES FOR FY 2017-2018**

- Work with point and pay, online payment vendor, to be able to display tax information on the counties payment site.
- Continue working with county entities to have Treasurer's accounts reconciled and help bring Apache County fiscal audits current
- Educate our citizens about taxes and tax liens through community outreach
- Implement process and procedures to compliment the Segregation of Duties/Internal Control; to be more accountable and transparent for the county
 - Deeding state-held and expired investor liens to the State of Arizona
 - Bankruptcy Process

BUDGET:

DEPARTMENT/FUND	ACTUAL EXPENDITURES/ EXPENSES* 2016	ACTUAL EXPENDITURES/ EXPENSES* 2017	BUDGETED EXPENDITURES/ EXPENSES 2018
TREASURER:			
General Fund	\$ 397,885	\$ 449,249	\$ 489,615
Department Total	\$ 397,885	\$ 449,249	\$ 489,615



BUDGET SUMMARY



APACHE COUNTY PURCHASING POLICY

INTRODUCTION

The purchasing policy is to promote efficient use of financial resources and minimize administrative time, cost, and effort. An effective purchasing system allows the County to identify the goods and services required for County operations and acquire them as economically as possible within acceptable standards of quality.

The County has developed internal controls over purchasing that provide adequate authorization of and accountability for County expenditures and ensures that procurement policies are consistent with legal requirements and sound business practices.

The purchasing policies and procedures have been developed in sufficient detail to identify the responsibilities, duties, and tasks of employees.

LEGAL REQUIREMENTS

The legal requirements governing County purchasing policies and procedures are primarily derived from the Arizona Revised Statutes (A.R.S.).

1. The Board of Supervisors has the exclusive power to contract for the County. The County may cancel any contract within three years of execution without penalty or further obligation if any person involved in initiating, negotiating, securing, drafting, or creating the contract on the County's behalf is, or becomes, an employee, agent, or consultant of the other parties to the contract. The cancellation is effective when all other parties to the contract receive written notice, unless the notice specifies a later time. Notice of this legal provision must be included in every contract to which the County is a party. A.R.S. §§11-201 and 38-511
2. The County must use sealed, competitive bidding procedures for purchases of supplies, materials, equipment and contractual services, except professional services, with an estimated cost exceeding \$50,000. A.R.S. §11-254.01, 41-2535 and 41-2501(C)

The following are exceptions to the requirement:

a. Sole source purchasing: A contract may be awarded for materials, goods, services or construction items without competition, if the department head determines in writing that there is only one source for the required submission of cost or pricing data in connection with an award under this section. Sole source purchasing shall be avoided except when no reasonable alternative sources exist. A written determination of the basis for the sole source purchasing shall be included in the contract file. A.R.S. §41-2536

b. Emergency purchasing: Notwithstanding any other purchasing policy, the Board of Supervisors by a two-thirds vote may make or authorize others to make emergency procurements if there exists a threat to public health, welfare or safety or if a situation exists which makes compliance with section A.R.S. §41-2533, 41-2534, 41-2578, 41-2579 or 41-2581 impracticable, unnecessary or contrary to the public interest as defined in rules adopted by the Board, except that such emergency procurements shall be made with such competition as is practicable under the circumstances. A written determination of the basis for the emergency and for the selection of the particular contractor shall be included in the contract file.



APACHE COUNTY PURCHASING POLICY (continued)

c. Search & Rescue: Notwithstanding any other purchasing policy, the Sheriff may make or authorize others to make Search and Rescue procurements if there exists a threat to public health, welfare or safety, or if a situation exists which makes compliance with A.R.S. §41-2533, 41-2534, 41-2578, 41-2579 or 41-2581 impracticable, unnecessary or contrary to the public interest as defined in rules adopted by the Board of Supervisors, except that such Search and Rescue procurements shall be made with such competition as is practicable under the circumstances. A written determination of the basis for the Search and Rescue and for the selection of the particular contractor shall be included in the contract file.

d. Purchases of \$50,000 or less shall be made using the following procedures as recommended by the Auditor General A.R.S. §11-254.01, 41-2535 and 41-2501(c):

- Elected officials and department heads may approve purchases, within their board approved budget, costing less than \$5,000. Board pre-approved budget overrides shall be required for any purchases that exceed approved budgets. The elected official or department head must use reasonable efforts to obtain the lowest and best price.
- The finance department may approve purchases costing at least \$5,000 but less than \$35,000. Requesting department shall obtain at least three written price quotations, or retain documented evidence of reasonable attempts to obtain three price quotations prior to PO being issued.
- The County Manager may approve purchases costing at least \$35,000, but not more than \$50,000. Requesting department shall obtain at least three written price quotations, or retain documented evidence of reasonable attempts to obtain three price quotations prior to PO being issued.
- The Board of Supervisors shall approve all purchases for services \$50,000 and above. The purchase must have sealed competitive bids and department will provide the bid specifications to the Clerk of the Board of Supervisors.
- The vendors contacted and their price quotations should be indicated on, or attached to, the file copy of the purchase order. If three quotations cannot be obtained, the County should also document the vendors contacted who did not offer price quotations and the reason why they did not. If a vendor is selected because of reasons other than the lowest price, such as quality of the product or work to be performed, the reasons must be fully documented.
- The invitation for price quotes must be issued in sufficient time before the purchase is made and in sufficient detail to permit free competition. Normally, ten working days is sufficient time.
- For purchases of \$4999.00 or less, the department head must use reasonable efforts to obtain the lowest and best price. All purchases over \$500 shall be made by purchase order.



APACHE COUNTY PURCHASING POLICY (continued)

The only exceptions to this are:

1. Professional services
2. Jury and witness fees
3. Travel
4. Utilities and communications (telephone, gas, electricity)
5. Postage
6. Uniforms
7. Indigent medical expenses
8. Maintenance agreements
9. Library books
10. Subscription renewals

3. Professional Services A.R.S. §11-254.01

- Professional services shall not be purchased by sealed bids or proposals, but will be negotiated between the Elected Official or Department Head which requires the service and the professional or professionals.
- Persons or businesses engaged in providing the service(s) required, shall submit written statements of qualifications and expressions of interest in providing such service(s) to the Elected Official or Department Head.
- The Elected Official or Department Head will recommend to the County Manager the professional service provider to which a contract, equal to or less than \$20,000 per fiscal year, should be awarded, after considering the qualifications and making a determination that the compensation is fair and reasonable.
- The Elected Official or Department Head will recommend to the Board of Supervisors the professional service provider to which a contract, above \$20,000 per fiscal year, should be awarded, after considering the qualifications and making a determination that the compensation is fair and reasonable.
- The written statements of qualifications and expressions of interest shall be maintained with the contract file.

4. The County may enter into an annual cooperative procurement agreement with the State Procurement Office that allows them to purchase goods or services from any vendor on the state contract. The County may also enter into a written cooperative purchasing agreement with a federal agency. A.R.S. §§41-2632 and 41-2634. A list of these agreements is on file in the Finance Department.

5. The County may enter into agreements with one or more public agencies to make joint purchases. The County may also form separate legal entities, including nonprofit corporations, to contract or perform some or all of the service specified in the contract or agreement. If a separate legal entity is



APACHE COUNTY PURCHASING POLICY (continued)

formed, the contract or agreement must specify its precise organization, composition, title, and nature. Any agreement with another public entity must specify the following: duration; purpose; method of financing, establishing, and maintaining a budget; method of accomplishing the agreement's partial or complete termination; method for disposing of property on termination; and any other necessary matters. The County Attorney must review the agreement. A.R.S. §11-952

6. The County may enter into long-term agreements for the purchase of personal property, provided that the County includes a provision allowing it to cancel the agreement at the end of each fiscal year of the agreement. A.R.S. §11-251
7. For construction, the Board of Supervisors must award the contract to the lowest responsible bidder with a satisfactory proposal. However, preference must be given to contractors and bidders who have paid real or personal property taxes in accordance with A.R.S. §§34-241 and 34-243, over any competing contractor or bidder who has not paid such taxes, whenever the bid of the competing contractor or bidder is less than 5 percent lower. In addition, preference must be shown to bidders who furnish materials produced or manufactured in Arizona in accordance with A.R.S. §34-242 over any competing bidder who furnishes materials not produced or manufactured in Arizona whenever the bid of the competing bidder, quality and suitability considered, is less than 5 percent lower.
8. The County must use sealed, competitive bids for any building, structure, addition, or alteration if the total cost of the work, excluding materials and equipment previously acquired by bid, exceeds \$14,000 beginning in fiscal year 1994-95, adjusted each year thereafter for the annual percentage change in the GDP price deflator as defined in A.R.S. §41-563. A.R.S. §34-201.
9. The County Treasurer must disburse County monies either by a warrant issued by the Board of Supervisors or an electronic transfer authorized by the Board of Supervisors. A.R.S. §11-493
10. The County may pay claims exceeding \$500 only upon presentation of a demand, except for payment to jurors, witnesses, victims, and salaries. A.R.S. §11-621
11. At year-end, all outstanding encumbrances will be terminated after 60 days. Warrants may be issued to pay for these liabilities up to 60 days after fiscal year-end. After that, no further payments may be made for prior-year claims. A.R.S. §11-624.01 The County must pay in full for goods and services purchased on account from a nongovernmental entity within 30 days after the goods and services are received and properly billed. A.R.S. §35-342
12. The County must prepare and mail IRS 1099 Forms to vendors by January 31st. Vendors typically include independent contractors, attorneys, accountants, and other professionals to whom \$600 or more is paid in fees, commissions, and other forms of compensation. Vendors requiring 1099 forms may include individuals, partnerships, estates, and, on rare occasions, corporations. The County does



APACHE COUNTY PURCHASING POLICY (continued)

not need to prepare 1099 forms for most corporations and all tax-exempt organizations. The County must also file Form 1099 with the IRS by February 28th each year. The County must also obtain taxpayer ID numbers from vendors for 1099 reporting purposes. As such, all vendors must have a Form W-9 with their taxpayer ID number on record with the Finance Department prior to any purchase.

13. The Board of Supervisors must not consider a demand unless prepared as prescribed in A.R.S. §11-622 and filed by the clerk at least one day prior to the session at which it is to be considered. Demands so filed shall be considered and passed upon at the next regular session after they are presented, unless for good cause the Board postpones consideration of them to a future session. A.R.S. §11-625
14. The County shall not approve or pay a demand in which a County officer is personally interested, or arising out of a contract to which a County officer while in office has been a party of or otherwise personally interested in, and such contract, claim or demand is null and void, except for official compensation of the persons in whose name it is presented. A.R.S. §11-627
15. The Board of Supervisors shall not allow a demand in favor of a person indebted to the County without first deducting such indebtedness, or in favor of an officer whose accounts have not been rendered and approved, or who has neglected or refused to make his/her official returns or report in writing, as required by law, or in favor of any officer who willfully neglects or refuses to perform the duties of his office. The Board may examine the claimant, or any other person, on oath to determine the justness of the demand. A citizen or taxpayer of the County may appear before the Board and oppose the allowance of any demand. A.R.S. §11-628
16. The Board of Supervisors must reject any demand if the demand is not a proper County charge. If the demand is a proper County charge, but larger than is just, the Board may allow the claim in part and draw a warrant for the part allowed. A.R.S. §11-629

PROCEDURES

The purchasing cycle consists of five functions: requisitioning, budgetary control, purchasing, receiving, and accounts payable. Duties must be adequately segregated among employees so that no individual performs all steps of a transaction.

Requisitioning

Generally, County departments are responsible for planning purchase requirements and communicating them to the Finance Department far enough in advance that goods may be ordered in economical quantities. A designated employee within each department should prepare the requisition forms to help ensure that they are accurately completed. Requisitions should include the following information: requesting department, date, description of items, quantity, unit cost, estimated total cost, fund, function, object code, delivery site, and date required. The required services or materials should be described on the requisition in



APACHE COUNTY PURCHASING POLICY (continued)

enough detail to allow competitive purchasing. Brand or trade names and catalog numbers may be considered, but they should not be the sole determining factor in the final selection. The department head or a designated employee should review all requisitions for propriety and approve them. The requisition should be maintained on file in the Finance Department. Once the goods are ordered, the department should match its requisition against the purchase order to ensure the proper goods or services were ordered. If requisitions are prepared online, the County should have equivalent procedures to maintain evidence of applicable reviews and approvals.

Emergency Purchases

An emergency or Search and Rescue condition threatens the functioning of the County, the preservation or protection of property, or the health or safety of the County's citizens and creates an immediate and serious need for materials or services that cannot be met through normal purchasing methods. Emergency and Search and Rescue purchases should be limited to only the materials or services necessary to satisfy the emergency and Search and Rescue need.

For emergency and Search and Rescue purchases to be exempt from legal restrictions, or normal County purchasing requirements, the Board of Supervisors must determine, by at least a two-thirds vote, that an emergency exists, or existed, that requires immediate action to protect the public health or safety. A.R.S. §11-254.01

The department requesting the emergency purchase should prepare all demands attaching the minutes of the Board meeting that declared the emergency. They also must have in writing requests documenting the existence of an emergency or Search and Rescue condition and explaining the immediate purchase need. A copy of each request and amount processed under this procedure should be kept on file in the department requesting the emergency purchase and at the County Finance Department. If the nature of the emergency does not permit time to submit a written request, the department may verbally request approval for the purchase. The Finance Department may approve a written request subsequent to the purchase if:

- The emergency necessitated immediate response and it was impracticable to contact the Finance Department.
- The purchase was made with as much competition as was practicable under the circumstances.
- The price paid was reasonable given the circumstances of the emergency.

Budgetary Control

The budgetary control function is responsible for verifying that sufficient budget capacity exists before the Finance Department issues purchase orders to vendors. The budgetary control function is established within the Finance Department. The estimated cost recorded on completed requisition forms should be compared to budget capacity. If budget capacity is not sufficient for the proposed purchase, this should be noted on the requisition and the requisition should be returned to the Finance Department. If budget capacity is available, the requisition should be approved. Evidence of the budgetary check should be documented on the requisition. After receiving an approved requisition from the budgetary control function, the Finance Department should issue a purchase order to a vendor. If encumbrance accounting is used,



APACHE COUNTY PURCHASING POLICY (continued)

monies should be encumbered at that time. The County should maintain records that identify monies committed for expenditures so that an unencumbered and unexpended budget balance may be determined.

Purchasing

The individual departments negotiate purchases with vendors and follow up with vendors when goods are not received or are returned. The County may use several different purchasing methods. The most common method is an outright purchase through the formal purchasing process. Lease purchases and installment purchases may be used to acquire assets when feasible. Some expenditures are specifically exempted from the formal purchasing process. Exempt expenditures may include salaries and related costs, jury and witness fees, utilities, communications, and postage. Other purchases for small dollar amounts and orders that require immediate cash outlay may be paid from petty cash or by check from a revolving fund bank account. The department should select a qualified vendor based on the price quotations or bids received. The department should then complete the requisition by adding the price quotation or bid amount submitted by the selected vendor and a total cost, including tax, delivery, insurance, and other ancillary costs. If the total cost exceeds the estimate recorded on the requisition, budget capacity should again be verified.

Competitive Purchasing - The County must use sealed, competitive bidding procedures for purchases of supplies, materials, equipment, and contractual services, except professional services, with an estimated cost exceeding \$50,000.

Purchases of \$50,000 or less shall be made using the following procedures as recommended by the Auditor General:

1. For purchases costing less than \$5,000, the County should use procedures providing for adequate and reasonable competition.
2. For purchases costing at least \$5,000 but less than \$35,000, the County shall obtain at least three written price quotations or retain documented evidence of reasonable attempts to obtain three price quotations.
3. For purchases costing at least \$35,000 but not more than \$50,000, the County shall obtain at least three written price quotations or retain documented evidence of reasonable attempts to obtain three price quotations.

Whether to request an oral or written price quotation is determined by analyzing the known requirements for an item or a collection of items that, in the aggregate, may result in the purchase of the item(s), above the applicable threshold, from one vendor. The vendors contacted and their price quotations should be written on or attached to the file copy of the purchase order. If three price quotations cannot be obtained, the County should also document the vendors contacted who did not offer price quotations and, if known, the reasons they did not do so. If a vendor is selected because of reasons other than the lowest price, such as quality of the product or work to be performed, the reasons should be fully documented. The invitation for price quotations should be issued in sufficient time before the purchase is made and in sufficient detail to allow vendors to respond. An exception to the above guidelines for price competition may be made in the event of an emergency.



APACHE COUNTY PURCHASING POLICY (Continued)

When the County determines that a purchase meets the criteria requiring that it be bid, the County must issue the invitation for bids and specifications in sufficient time before the purchase is made and in sufficient detail to permit free competition.

Notice of the invitation for bids must be published in a newspaper and should be published in the notice in the official newspaper of the County. The official newspaper of the County is that to which the County annually awards the contract for advertising publications and printing required by the County pursuant to the requirements in A.R.S. §11-255.

Note that unless otherwise specified in law, written notice must be published in a daily paper four consecutive times or a weekly paper once each week for two consecutive weeks. A.R.S. §39-204 The County must retain an affidavit attached to a copy of the published notice from the newspaper as proof of the publication. A.R.S. §39-205

Copies of the invitation and specifications must be supplied to and bids must be solicited from qualified sources consistent with the item to be purchased as determined by the County purchasing agent. Those sources include all qualified suppliers who, before the invitation is issued, notify the Finance Department in writing that they desire to bid on materials, supplies, equipment, or contractual services. A.R.S. §11-254.01

Bids must be opened publicly at the time and place stated in the invitation. On Board approval, the County purchasing agent must make awards with reasonable promptness by giving written notice to the qualified bidder whose bid conforms to the invitation and whose bid is the most advantageous to the County concerning price, conformity to the specifications, and other factors. The Board may reject all bids if rejection is in the public interest. A.R.S. §11-254.01

Construction

The County must use sealed, competitive bids for any building, structure, addition, or alteration if the total cost of the work, excluding materials and equipment previously acquired by bid, exceeds \$14,000 beginning in fiscal year 1994-95, adjusted each year for inflation. A.R.S. §34-201(C)

The County must, upon acceptance and approval of the working drawings and specifications, publish a notice to contractors of intention to receive bids and contract for the proposed work. A.R.S. §34-201

The notice must state:

- The nature of the work required, the type, purpose, and location of the proposed building, and where the plans, specifications, and full information as to the proposed work may be obtained.
- That those contractors desiring to submit proposals may obtain copies of full or partial sets of plans and specifications for estimate on request or by appointment. The return of the plans and specifications must be guaranteed by a deposit, which must be refunded on return of the plans and specifications in good condition.
- That a certified check, cashier's check, or surety bond must accompany every proposal for ten percent of the amount of the proposed bid as a guarantee that the contractor will enter into a contract to perform the proposal in accordance with the plans and specifications. The certified



APACHE COUNTY PURCHASING POLICY (Continued)

- check, cashier's check, or surety bond must be returned to the contractors whose proposals are not accepted and to the successful contractor on the execution of a satisfactory bond and contract. However, A.R.S. §34-201 discusses in detail the following exceptions to soliciting bids for construction contracts:
- Construction of public buildings or additions or alterations to public buildings by inmates of the institution and County employees. A.R.S. §34-201(B)
- Construction of recreational projects including trails, playgrounds, ballparks, and other similar facilities, excluding buildings, structures, and building additions using volunteer workers or workers provided by a nonprofit organization, subject to limitations on the project's cost. A.R.S. §34-201(F)

Construction contracts must be awarded to preferred bidders, as defined in A.R.S. §§34-241 through 243, whenever the bid is within five percent of the lowest bid. The amount of any applicable sales or use tax must not be a factor in determining the lowest bidder if a competing bidder is not subject to sales or use tax. A.R.S. §34-243.01. The Board of Supervisors may reject any or all construction proposals. It may also withhold the award for any reason it determines. A.R.S. §34-201. However, before any contract is executed for construction of a public building, the contractor must furnish the Board of Supervisors with the following bonds made payable to the County. The County should review A.R.S. §34-222 for specifics.

- A performance bond equal to the full contract amount to ensure performance in accordance with the contract's plans, specifications, and conditions.
- A payment bond equal to the full contract amount for the protection of claimants supplying labor or materials to the contractor or his subcontractors in the performance of the work provided for in the contract.

When the Board of Supervisors enters into a construction contract with the selected bidder, the terms of payment must include the following:

- The Board must retain ten percent of all estimates as a guarantee for complete performance of the contract. The monies retained must be paid to the contractor within 60 days after completion or filing notice of completion of the contract. A.R.S. §34-221(B)(2) and (B)(5)
- Instead of the retention explained above, the Board may accept certain securities described in A.R.S. §34-221 in an amount equal to ten percent of all estimates that will be retained by the Board as a guarantee for complete performance of the contract. A.R.S. §34-221(B)(5)
- The County may make progress payments on contracts of less than 90 days and must make monthly progress payments on all other contracts. The progress payments, less any applicable monies retained, must be made within 14 days after the work estimate is certified and approved. A.R.S. §34-221(B)(2)
- When the contract is 50 percent completed, the County may pay one-half of the amount retained, including any securities substituted, on the contractor's request, if the contractor is making satisfactory progress on the contract and there is no specific cause or claim requiring a



APACHE COUNTY PURCHASING POLICY (Continued)

- greater amount to be retained. After the contract is 50 percent completed and if the contractor is making satisfactory progress, no more than 5 percent of any subsequent progress payments may be retained. However, if at any time the County determines that satisfactory progress is not being made, ten percent retention must be reinstated for all progress payments made under the contract after that determination. A.R.S. §34-221(B)(3)
- On completion and acceptance, payment may be made in full, including retained percentages, less authorized deductions. A.R.S. §34-221(B)(4) In addition, the County should refer to A.R.S. Title 34, Chapter 6 for specific requirements relating to services from architects, assayers, engineers, geologists, and landscape architects, and for construction and land surveying.

Professional Services

The Board of Supervisors must adopt written procedures for the procurement of professional services other than those specified in A.R.S. Title 34. A.R.S. §11-254.01 (See A.R.S Title 34 for exceptions to these following procedures):

1. Professional services shall not be purchased by sealed bids or proposals, but will be negotiated between the head of the department which requires the service(s) and the professional(s).
2. Persons or businesses engaged in providing the service(s) required, shall submit written statements of qualifications and expressions of interest in providing such service(s) to the department head.
3. The Elected Official or Department Head will recommend to the County Manager the professional service provider to which a contract, equal to or less than \$20,000 per fiscal year, should be awarded, after considering the qualifications and making a determination that the compensation is fair and reasonable.
4. The department head will recommend to the Board of Supervisors the professional services provider to which a contract, greater than \$20,000 per fiscal year, should be awarded after considering the qualifications and making a determination that the compensation is fair and reasonable.
5. The written statements of qualifications and expressions of interest shall be maintained with the contract file.

Vendor Selection

The County should establish criteria for selecting vendors to ensure that each vendor is a legitimate, established business; is financially responsible; and is able to meet the County's requirements, including but not limited to, proper permits. When a new vendor is being considered, the County may wish to contact the Better Business Bureau, local Chamber of Commerce, or former customers for references. Prices paid to vendors should be periodically reviewed to evaluate the competitiveness of the purchasing function. All County governing board members, officers, and employees are required to complete or update conflict-of-interest statements annually, if any changes exist. A.R.S. §38-503. The County may purchase limited supplies,



APACHE COUNTY PURCHASING POLICY (Continued)

materials, and equipment from a member of the Board of Supervisors without using public competitive bidding procedures. These purchases are limited to \$300 in any single transaction and no more than \$1,000 annually from any Board of Supervisors member. The policy to allow such purchases must be approved annually. A.R.S. §38-503(C)(2)

Purchase Orders

Purchase orders should be pre-numbered. These procedures provide control over copy distribution and facilitate purchase order filing. Purchase orders should include the County name, pre-numbered purchase order number, account code, date prepared, vendor, County department, expected delivery date, destination, quantity, description, unit, unit price, total cost, and an authorizing signature and date. An authorized employee should prepare and sign the purchase order. Open purchase orders should be closed at the end of the fiscal year. The accounts payable personnel should maintain an open purchase order file for all outstanding purchase orders. This file should be reviewed periodically to investigate all unmatched or outstanding purchase orders.

Blanket Purchase Orders - The County may use blanket purchase orders for items, such as auto parts, office supplies, and gasoline that are purchased on a recurring basis from the same vendor within a specified time frame. Procedures for preparing, approving, and processing blanket purchase orders are subject to the same internal controls as standard purchase orders. A blanket purchase order should also state a specific time period that the purchase order is in effect and a maximum dollar limit. Invoice amounts paid against a blanket purchase order should be deducted from the total limit to determine the unexpended balance remaining. The County should periodically review open blanket purchase orders and investigate and cancel purchase orders outstanding for more than the specified time period. All blanket purchase orders must be closed with the vendor at year-end and new blanket purchase orders should be issued.

Lease Agreements - Lease agreements are classified as either operating or capital leases (also known as lease purchase agreements). An operating lease is an agreement between a lessee and a lessor for the use of an asset. Title of ownership does not pass to the lessee in an operating lease. Under the provisions of a capital lease, title to the asset passes to the lessee at the end of the lease term. All lease agreements are subject to competitive purchasing requirements. The County may require a requisition and purchase order to be prepared at the inception of the lease agreement and at the beginning of each subsequent fiscal year. The accounts payable personnel should process payments in the same manner as invoices for purchases of goods and services. However, the current portion of a capital lease payable should be encumbered in its entirety at the start of the fiscal year.

Lease-Purchase Agreements - A lease-purchase agreement must be executed for a period of one fiscal year only and allow the County to continue the agreement for succeeding one-year periods until the purchase is completed. The Board of Supervisors may cancel any lease-purchase agreement by giving written notice to the seller. Title to the equipment remains with the seller until full payment has been made. A.R.S. §§11-651, 11-652, and 11-653. The County may also enter into lease-purchase agreements for real property and improvements to real property. The agreement may not extend beyond 25 years. In addition to lease-purchases, the County may enter into other long-term agreements for the purchase of personal property,



APACHE COUNTY PURCHASING POLICY (Continued)

provided that a provision is included allowing the County to cancel the agreement at the end of each fiscal year of the agreement. A.R.S. §11-251

Installment Purchase Contracts - Installment purchase contracts are similar to capital leases in that the contract requires a specified number of periodic payments. Title may pass at the time the property is transferred, after a specified number of payments, or following the final payment. A requisition and purchase order should be prepared at the initiation of the installment purchase contract to check for sufficient budgetary capacity to make the current year's payments. For budgetary control purposes, a new requisition and purchase order should be prepared in each subsequent year of the installment purchase contract. The current portion of the contract should be encumbered at the beginning of each fiscal year. Vendor invoices for installment purchase contracts should be processed by the accounts payable personnel in the same manner as invoices for other purchases of goods and services.

Receiving

Each department should designate employees within certain departments to perform the receiving function. Receiving personnel should inspect goods to verify that they meet County specifications and note any damaged goods. The goods should be counted, weighed, or measured, and the quantities received should be recorded on the receiving report. The employee receiving the goods is responsible for signing and dating the receiving report. After delivery, the receiving personnel submit the receiving report to the Finance Department with applicable shipping documents, such as a bill of lading or packing slip. The receiving personnel retain a copy of the receiving report. If goods received are damaged, of substandard quality, or otherwise unsatisfactory, the Finance Department should initiate a request for a credit memo from the vendor. Return shipments are documented by recording the date, vendor name, quantity, description, purchase order number, and other pertinent information. A receipt should be obtained from the vendor or independent carrier for all return shipments. Additionally, all documents relating to the return shipment should be submitted to the Finance Department. The employee responsible for procuring the services or planning the project prepares such receiving reports. Receiving reports are to be signed, dated, and submitted to the Finance Department.

Accounts Payable

All demands or purchase orders must be submitted to the Finance Department by Monday at 12:00pm in order to be included in the current week's run. The Finance Department verifies that all supporting documents are attached, mathematically accurate and that fund distribution is appropriate. All out-of-state vendors are identified for Use Tax Reporting purposes. In addition, all capital assets are identified for proper recording within the capital asset records.

Demands and purchase orders are input into the computer system and a report of all inputs is printed. The Finance Department reconciles what was input into the system with the demand or purchase order to confirm accuracy. An outstanding invoice report is printed and signed by the Finance Department. An open invoice report is printed and given to the Clerk of the Board for the Board's signatures. The checks are printed and disbursed by separate individuals.

The Finance Department maintains and continually updates accounts payable records. Monthly statements from vendors are periodically reconciled to the accounts payable records. The Finance Department



APACHE COUNTY PURCHASING POLICY (Continued)

should periodically review accounts payables in the accounting records for debit balances, and investigate and resolve such balances.

The County must issue warrants in a timely manner to comply with statute and ensure that vendor discounts may be taken. A.R.S. §35-342 requires that the County pay in full for goods and services received from a nongovernmental entity within 30 days after receipt of the goods and services and written notice of the amount due. If the County fails to do so, it must pay interest on the outstanding balance at the rate prescribed in A.R.S. §44-1201 until the account is paid in full, unless a good faith dispute exists as to the obligation to pay all or a portion of the account. After warrants are issued to the vendor, invoices are canceled to prevent duplicate payment. This may be accomplished by stamping the invoice with the date of payment and recording the warrant number on it. The canceled invoice, with its attached supporting documentation, is filed in a paid invoice file by vendor. Signature Authorization Sheets must contain a list of employees that are authorized to approve purchase orders and demands for each department and should be submitted to the Finance Department.

Payments on Demand

The County may make payments exceeding \$500 on presentation of a demand. A “demand,” as used within the statute, refers primarily to a claim. Claims for goods or services must be submitted in writing. A.R.S. §§11-621 and 11-622 A County may not pay a demand unless it is received within 6 months after the goods have been received or the services have been performed. Payments due to jurors and witnesses, official salaries, and amounts not exceeding \$500 may be paid without presentation of a demand. The required supporting documentation consists of a purchase order, receiving report, and an itemized invoice. A.R.S. §§11-621 and 11-622

The Board’s minutes must contain the following demand payment information: the demand number, presenter, amount, and paying fund. The minutes must also contain the following warrant information: warrant number, payee, amount, and purpose of payment. A.R.S. §11-623. The Board’s published minutes must report all approved demands and warrants in excess of \$1,000. Published minutes must also report multiple demands and warrants under \$1,000 that were for a single supplier or individual whose cumulative total exceeded \$1,000 in a single reporting period, which must not exceed 30 days. A.R.S. §11-217

The full minutes of each Board meeting must be published in the County’s official newspaper no later than two months after the meeting. Each newspaper that publishes the Board’s minutes must supply a copy of the published minutes to County public libraries. In addition, the newspaper must make the minutes for the prior three-month period available for use by the public on an online computer information service at no expense to the County. A.R.S. §11-217

Credit Memos

Goods that are returned and the resulting credit memos should be accounted for properly. Documents verifying return shipments from the Finance Department, and credit memos that include reference to the information on the original invoices from vendors should be obtained. The credit memo should include all pertinent information relating to goods returned to vendors, and all other claims, such as short deliveries, freight claims, and claims for damaged goods not returned. If credit memos are not resolved within a specified time period, the accounts payable personnel should contact the vendor to initiate a refund. Credits applicable to current year unpaid invoices should be netted against those invoices prior to payment.



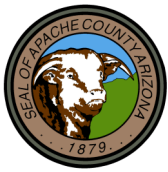
APACHE COUNTY PURCHASING POLICY (Continued)

Credits applicable to current year invoices that have already been paid should be accounted for as reductions of expenditures. If the credit memo is to be received after the fiscal year in which the goods were purchased, the County should request a cash refund, which is generally recorded as miscellaneous revenue. However, if the credit memo is for a material amount, the County should adjust the beginning fund balance. When the credit memo is issued after the invoice has been paid, a journal entry should be recorded to reflect the receivable due from the vendor.

Year-End Cutoff

At fiscal year-end, the County should prepare a listing of Encumbrances by fund for goods received or services rendered on or before June 30th that will not be paid by June 30th. The list of Encumbrances should include the vendor name, receiving report date, purchase order number, and estimated cost as recorded on the purchase order, or actual cost if the County has received the invoice. The Board may draw warrants on these amounts for up to 60 days after the close of the fiscal year. Any encumbrances outstanding at the end of 60 days lapse.





APACHE COUNTY INVESTMENT POLICY

PURPOSE

It is the investment policy of Apache County to invest public funds to maintain the safety of principal, maintain liquidity to meet cash flow needs, and provide competitive investment returns while conforming to all federal and state statutes governing the investment of public funds.

SCOPE

This investment policy applies to all financial assets of Apache County under the authority and control of the Apache County Treasurer. These funds are accounted for in Apache County's Annual Financial Report.

Investments shall be made with judgment and care, under circumstances existing at the time the investment is made, which persons of prudence, discretion and intelligence exercise in the management of their own affairs, not for speculation, but for investment, considering the probable safety of their capital as well as the probable income to be derived.

The standard of prudence to be used by investment officials shall be the "prudent person rule" standard and shall be applied in the context of managing an overall portfolio. Treasurer officers acting in accordance with written procedures and the investment policy and exercising due diligence shall be relieved of personal liability for an individual security's credit risk or market price changes, provided deviations from expectations are reported in a timely fashion and appropriate action is taken to control adverse developments

AUTHORITY

The Apache County Treasurer follows A.R.S. Title 35, Chapter 2, Article 2.0, and other investment guidelines mandated by statute. The Treasurer, however, does not determine the legal capacity or statutory investment restrictions that will apply to specific depositors (such as investment restrictions set by statute, regulation or local charter). Any participant in the County's investment pool depositing monies with the Treasurer must assure itself the investments contained in the Treasurer's pool comply with the subdivision's specific investment authority. In addition, the Treasurer does not limit or restrict yield on pools unless specifically mentioned herein. Depositors wishing to restrict yield for purposes of the Internal Revenue Service's Arbitrage Bond Regulations must make their own determinations as to whether the investment pool deposit meets any restricted yield obligation pertaining to the funds deposited.

OBJECTIVES

The primary objectives, in priority order, of Apache County's investment activities shall be:

Safety – Safety of principal is the foremost objective of the investment program. Investments of Apache County shall be undertaken in a manner that seeks to ensure the preservation of capital in the overall portfolio. Acceptable levels of risk are as follows:



APACHE COUNTY INVESTMENT POLICY (CONTINUED)

1. Credit Risk – The County limits its portfolio to investments with the top rating issued by nationally recognized statistical rating organizations.
 - a. Investments in Government Sponsored Enterprise (GSE) agency paper must be senior debt of the GSE and of investment grade with a rating by one or more of the three major rating agencies (Standard & Poor's, Moody's Investor Service or Fitch, Inc.) at the time of purchase.
 - b. Commercial Paper must be rated "A1", or better, by Standard & Poor's or rated "P1", or better, by Moody's Investors Service at the time of purchase.
 - c. Corporate Bonds must be rated "A" or better by Standard & Poor's or Moody's Investor Service at the time of purchase.
 - d. Repurchase Agreement securities used as collateral must meet the same credit ratings as if the security was to be purchased and included in the portfolio.
2. Custodial Credit Risk – County securities that are held in custody of safekeeping account must be held under the name of Apache County or Apache County Treasurer.
3. Concentration Risk – The County will diversify the investment portfolio by limiting investments to avoid over-concentration in securities from a specific issues, excluding obligations issued or guaranteed by the United States of any of the senior debt of its agencies or sponsored agencies.
4. Interest Rate Risk – The County will purchase a combination of short, medium, and long term investments such that maturities occur evenly over time as necessary to provide the cash flow needed for operations.

Liquidity – Apache County's investment portfolio will remain sufficiently liquid to enable Apache County to meet all operating requirements that might be reasonably anticipated.

Return on Investments – Apache County's investment portfolio shall be designed with the objective of attaining a market rate of return throughout budgetary and economic cycles commensurate with the County's investment risk, always secondary to safety and liquidity.

ETHICS AND CONFLICTS OF INTEREST

Officers and employees involved in the investment process shall refrain from conducting personal business activity that could conflict with proper execution and management of the investment program, or that could impair their ability to make impartial decisions.



APACHE COUNTY INVESTMENT POLICY (CONTINUED)

AUTHORIZED FINANCIAL INSTITUTIONS

No Apache County deposit shall be made except in a qualified public depository as established by state laws.

AUTHORIZED INVESTMENTS AND COLLATERALIZATION REQUIREMENTS

Eligible investments and collateralization requirements are set forth in Arizona Revised Statutes §35-323.

SAFEKEEPING AND CUSTODY

All security transactions, including collateral for repurchase agreements, entered into by Apache County shall be conducted on a delivery-versus-payment (DVP) basis. Securities will be held by a third party custodian designated by the Treasurer and evidenced by safekeeping receipts.

INVESTMENT POLICY ADOPTION

Apache County's investment policy and any modifications thereto shall be approved by the Apache County Board of Supervisors.





APACHE COUNTY DEBT POLICY

Responsible debt management policy maintains the County's ability to incur present and future debt at minimal interest rates in amounts needed for infrastructure and economic development without endangering its ability to finance essential County services.

- The County will not fund current operations from the proceeds of borrowed funds.
- The County will confine long-term borrowing to capital improvements or projects.
- When the County finances capital projects by issuing debt, it will repay the debt within a period not to exceed the expected useful life of the project.

The legal debt limit of the County is equal to 15% of the County's net secondary assessed valuation. For FY18 this would total \$74,134,819.





POLICY REQUIREMENTS OF THE BUDGET

The Board of Supervisors adopted policies and strategic goals and priorities which are used by the departments to guide them through the budget process. Early in the budget process cycle, departments are required to provide revenue and expenditure estimates for the current fiscal year and planned revenues for the following year. The budget team uses these estimates to assist in the compilation of the budget documents. Departments also provide an estimate of available fund balances in their Special Revenue Funds to be carried over to the next fiscal year. Departmental requests for incremental increases emphasize funding for program and service changes rather than specific items to be purchased. All decisions are subject to the availability of the County's financial resources and consistency with program and policy goals set for the budget process.

STATE LEGAL REQUIREMENTS OF THE BUDGET

Apache County's budget process is developed each year to meet the requirements of both Arizona State Statutes and the County's management and policy needs. The State Statutes that govern the process are ARS §§11-705, and 42-17101 through 42-17110. These statutes establish a fiscal year ending date of June 30th, along with specific schedules for the adoption of the Tentative Budget, the adoption of the final Adopted Budget, and the setting of tax rates for all counties in Arizona.

The County is required by Statute to adopt a balanced budget each year. A balanced budget has the sum of estimated net revenues and estimated fund balances equal to appropriated expenditures. Once the final Adopted Budget is approved (legally required by the first Monday in August), it may not be increased and State Statutes prohibit expenditures in excess of this budget total. Additionally, actual expenditures may not legally exceed the expenditure appropriations at the level the budget is adopted and must comply with ARS §42-17106. During the year, the Board of Supervisors may make changes to the budget, which can include adjusting appropriation levels between funds or departments, as long as these changes do not increase the Adopted Budget total. Adjustments to the budget are processed by the budget team and are reviewed in accordance with State laws and the County policies.



BASIS OF BUDGETING

Apache County's basis for budgeting is the same as their basis for accounting. The County prepares its budget on a modified accrual basis of accounting. This governmental basis of accounting means that revenues are recognized when they become both measurable and available. The County considers all revenues reported in the governmental funds to be available if the revenues are collected within 60 days after year-end. Principal and interest on long-term debt are budgeted as expenditures when due, whereas other expenditures are budgeted for as liabilities expected to be incurred during the current period.

BUDGET PROCESS

The County's Final (or Adopted) Budget authorizes and limits any and all expenditures by County departments, functions and Elected Officials. The Board of Supervisors (BOS) has designated the County Manager to monitor and administer the budget, working through the Finance Department. The Final Budget adopted by the BOS cannot be increased during the fiscal year, except for certain grant-related funds. This requires that budgets be developed at 100% of total estimated sources. Any budget modifications to increase expenditures require BOS approval. Staff or budget increases in personnel services also require BOS approval.

Apache County adopts its budget on a fiscal year basis beginning on July 1 and ending on June 30 of the following year. The County Manager has the responsibility to develop and present a balanced proposed budget annually to the BOS for all County functions and agencies. A balanced budget is defined as a budget where total expenditures do not exceed total revenues. This is accomplished in a two step process consisting of a preliminary budget submitted for approval in July and a final budget submitted in August, after final property assessed values are available from the Arizona Department of Revenue and the Apache County Assessor's Office. By statute, it should be noted the final budget cannot exceed the preliminary budget in total.





BUDGET CALENDAR FISCAL YEAR 2017-2018		
DATE	DEADLINE	Action
April 01-24		Complete compilation of the forthcoming fiscal year's revenue estimates, debt service requirements, etc., expenditure trends by fund and department
April 20		Letter from County Manager regarding FY 16-17 Budget and Budget Calendar
April 20		Departments begin entering budgets into the system
May 11		May 11 - Final Day for each department to submit budget to Finance
May 11 - 21		Finance reviews submitted budgets
May 22 - 23		Individual department and elected official meetings (Finance, Human Resources and County Manager)
June 6		Deliver draft of proposed budget to Supervisors for review
June 13		Send notice to newspaper of tentative budget hearing (once a week for 2 weeks - Publish dates: June 23 and June 30)
July 05	On or before 3rd Monday in July.	Tentative Budget Hearing (ARS § 42-17101 and ARS § 42-17102)
July 10	Depends on newspaper publishing dates	Notify Publisher. Publish budget once a week for two consecutive weeks. Also, include time and place of budget hearing and a statement indicating where the proposed budget may be examined (County Libraries, County Managers Office or County Web site) ARS§42-17103. Publish dates: July 21 and July 28 Notify Publisher. Publish Truth in Taxation notice (if applicable) ARS§42-17107
August 7	On or before 14 days prior to the day on which Tax levy will be adopted.	Hold public hearing for proposed expenditure or tax levy and truth in taxation pursuant to ARS § 42-17104 and ARS § 42-17107. Adopt final proposed budget ARS § 42-17105
August 7	On or before 3rd Monday in August.	Adopt property tax levy ARS § 42-17151
August 21	No more than 30 days after adoption of final budget	Publish notice that a summary of the Adopted Budget is available for inspection at specified locations. Publish date: August 29



MAJOR FUNDS

Major funds can be any Governmental Fund type; they do not include Internal Service or Fiduciary Funds.

Major funds are defined as those meeting both of the following criteria:

1. 10% or more of the associated total revenues, expenditures/expenses, assets, or liabilities of:
 - a. All Governmental Funds P1
 - or*
 - b. Enterprise Funds

And

2. 5% or more of revenues, expenditures/expenses, assets, or liabilities of:
 - a. All Governmental Funds
 - and*
 - b. All Enterprise Funds

Apache County does not have any Enterprise Funds. Government officials may elect to report a fund as major if they believe that the public interest is served by the reporting — regardless of the quantitative criteria.

The following funds are considered major funds by Apache County in FY17:

General Fund

The General Fund is the County's primary operating fund. It accounts for all financial resources of the general government, except those required to be accounted for in other funds.

Road Fund

The Road Fund accounts for monies from specific revenue sources that are restricted for road maintenance and operations and for pavement preservation.

Junior College Fund

The college fund accounts for monies from property taxes that the County pays the state for out of County tuition.

NON-MAJOR FUNDS

The total of all other Governmental Funds not considered major funds.



Governmental Funds

Governmental Funds focus on near-term inflows and outflows of spendable resources and the balances of spendable resources available at year-end. These funds are reported using the modified accrual accounting method. This method measures cash and all other financial assets that can readily be converted to cash.

The County reports the following major governmental funds:

The *General Fund* is the County's primary operating fund. It accounts for all financial resources of the general government, except those required to be accounted for in another fund.

The *Road Fund* accounts for monies from specific revenue sources that are restricted for road maintenance and operations and for pavement preservation.

The *Junior College Fund* accounts for monies from property taxes that the County pays the State for out of County tuition.

The *GADA Loan Fund* accounts for loans from the Greater Arizona Development Authority for various County projects.

Fiduciary Funds

Fiduciary Funds account for assets held in a trustee or agency capacity for others and therefore cannot be used to support the County's own programs. Fiduciary Funds include the following fund types:

The County reports the following fund types:

The *investment trust funds* account for pooled assets held and invested by the County Treasurer on behalf of other governmental entities.

The *agency funds* account for assets held by the County as an agent for the State and various local governments, and for property taxes collected and distributed to the State, local school districts, community college districts, and special districts.

What is fund balance?

Fund balance is the difference between a fund's assets and its liabilities. Portions of the fund balance may be reserved for various purposes, such as contingencies or encumbrances, carried forward into the next fiscal year, or reverted back to a granting agency if doing so is contractually stipulated.

Apache County's reserve policy for the General Fund and Special Revenue Funds is 25%. If the balance falls below 25%, budgets will be cut until the 25% reserve policy is met.



2018 Budgeted Sources and Uses of Funds by Fund Type	Major Funds			Non-major Funds		Total All Funds
	General Fund	Road Fund	Junior College Fund	Special Revenue Funds	Debt Service Funds	
Sources of Funds						
Property taxes	2,704,928	-	1,731,856	\$5,185,719	\$646,559	\$10,269,062
Other taxes	918,000	2,400,000	30,000	121,000	-	3,469,000
Department generated	1,899,269	778,000	785,963	3,701,742	-	7,164,974
Intergovernmental	9,055,704	7,400,000	699,300	8,880,515	-	26,035,519
Interfund transfers	2,766,474	-	-	1,587,705	-	4,354,179
Total Financing Sources	\$17,344,375	10,578,000	3,247,119	\$19,476,681	\$646,559	\$51,292,734
Uses of Funds						
Personnel services	\$10,452,887	\$4,472,092	-	\$6,481,384	-	\$21,406,363
Controllable expenditures	10,752,011	7,823,339	-	11,498,309	3,927,225	34,000,884
Non-controllable expenditures	469,520	-	2,030,000	-	-	2,499,520
Transfers to other funds	669,957	1,268,902	1,048,570	1,366,750	-	4,354,179
Total Financing Uses	\$22,344,375	13,564,333	3,078,570	\$19,346,443	\$3,927,225	\$62,260,946
Net Increase in Fund Balance	(5,000,000)	(2,986,333)	168,549	130,238	(3,280,666)	(10,968,212)
Beginning Unreserved Fund Balance	5,000,000	2,986,333	(168,549)	(130,238)	3,280,666	10,968,212
Ending Unreserved Fund Balance	\$0	\$0	\$0	\$0	\$0	\$0

The Apache County Board of Supervisors is required to budget beginning balances within the budgeted expenditures for the year. However, these funds are budgeted as contingency and are not expected to be expended. In fiscal year 2018, Apache County does not anticipate any causes or consequences to fund balances that are anticipated to exceed 10 percent, whether by increase or decrease. The General Fund is expected to have an ending unreserved fund balance within 10 percent of \$5,000,000. The Road Fund is expected to have an ending unreserved fund balance within 10 percent of \$2,500,000. The non-major funds are expected to have an ending unreserved fund balance within 10 percent of \$3,200,000.



The following table shows which funds each department is a part of:

Fund	Department	GOVERNMENTAL		
		General Fund	Special Revenue Funds	Special District Funds
100	Assessor	100%		
100	Attorney	54%	46%	
100	Board of Supervisors	100%		
100	County Manager	35%	65%	
100	Human Resources	100%		
100	District I	100%		
100	District II	100%		
100	District III	100%		
100	Clerk of the Court	80%	20%	
100	Constables	100%		
100	Data Processing	77%	23%	
100	Elections	89%	11%	
100	Finance	89%	11%	
100	Ground & Maintenance	100%		
100	Justice of the Peace	100%		
100	Communication Specialist	100%		
100	Community Development	53%	47%	
100	Recorder	97%	3%	
100	Superior Court	69%	31%	
100	Treasurer	100%		
100	Probation Adult/Juvenile	21%	55%	24%
100	Sheriff	39%	28%	34%
100	School Superintendent	89%	11%	
205	Engineering		99%	1%
226	Emergency Management		100%	
202	County Library District			100%
212	Public Health District			100%

■ = Major Fund

Major funds are defined by the following criteria: 10% or more of the associated total revenues, expenditures/expenses, assets, or liabilities of all governmental funds and 5% or more of revenues, expenditures/expenses, assets, or liabilities of all governmental funds.

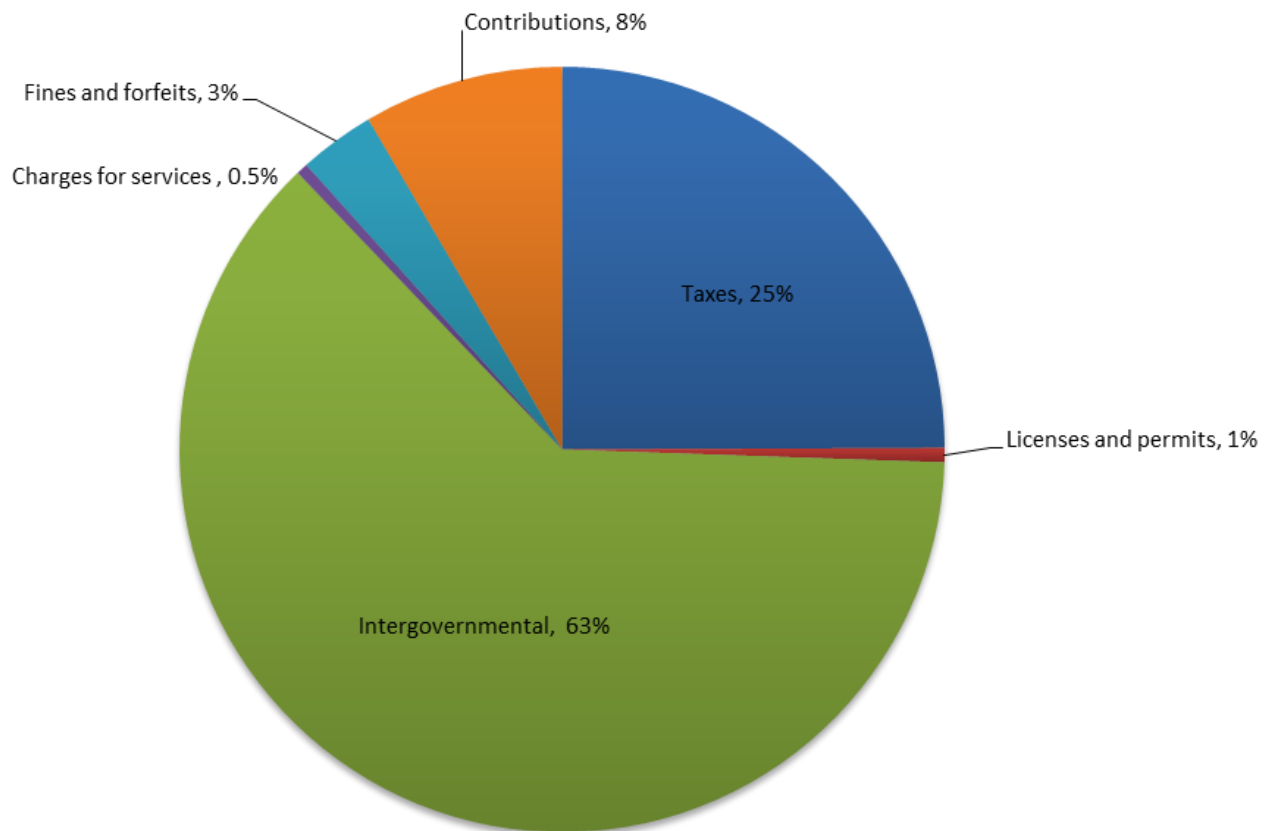
Special Revenue Funds are used to account for the proceeds of specific revenue sources that are restricted or committed to expenditure for specified purposes other than debt service or capital projects and exclusive or resources held in trust for individuals, private organizations, or other governments.



REVENUE ANALYSIS

Apache County uses a trend analysis to project both revenues and expenditures for the budget. The economic forecast updates are also used to help prepare the budget. Apache County is aware that there are times when unexpected events happen and revenues fall short or expenditures are greater than expected. In order to counter this, the County budgets revenues slightly lower than projected and budgets expenditures slightly higher than projected.

FY 2018 Budgeted Revenues



REVENUES:	FY14 Actuals	FY15 Actuals	FY16 Actuals	FY 17 Actuals	FY18 Budgeted
Taxes	3,280,037	3,314,684	3,437,884	3,448,454	3,622,928
Licenses and permits	98,952	90,350	86,558	183,023	87,200
Intergovernmental	8,212,754	8,415,529	8,559,571	8,716,742	9,055,704
Charges for services	82,008	148,893	59,481	368,250	70,000
Fines and forfeits	480,852	528,042	496,921	528,095	466,000
Contributions	895,193	978,705	1,094,380	1,185,118	1,227,569
Total Revenues	\$13,085,126	\$13,517,005	\$13,734,795	\$14,429,682	\$14,529,401



Taxes

The majority of Apache County's taxes are comprised of property tax. The amount of revenues projected for fiscal year 2018 is based on the tax rate that is levied. In FY2018, Apache County's maximum allowable primary property tax levy increased by \$93,360. Apache County increased the primary tax rate by .0215.

Other Taxes

Apache County assesses secondary taxes to fund the Library District, Library Construction Bond, Public Health District, Jail District, Juvenile Jail District, Flood Control District, Fire District Assistance Tax, Jr. College Tuition, and the Post Secondary Education. In FY 2018, Apache County continued taxing for the Flood Control District.

Licenses and Permits

Apache County's licenses and permits consist of Business Licenses, Variance Permits, Building Permits, Flood Plain Review, Subdivision Fees, and Minor Division Fees. The revenues for licenses and permits fluctuate depending on the local economy.

Intergovernmental

Intergovernmental revenues include Payment in Lieu of Taxes (PILT), State Shared Revenue, County Excise Tax, Charges for Magistrate, Lottery, and State Reimbursement of JP Salaries. State Shared Revenue, County Excise Tax, and PILT are significant sources of revenue to Apache County. PILT is federally funded through the Department of Interior. The PILT program provides payments to counties and other local governments to offset losses in tax revenues due to the presence of tax-exempt federal land in their jurisdictions.

Charges for Services

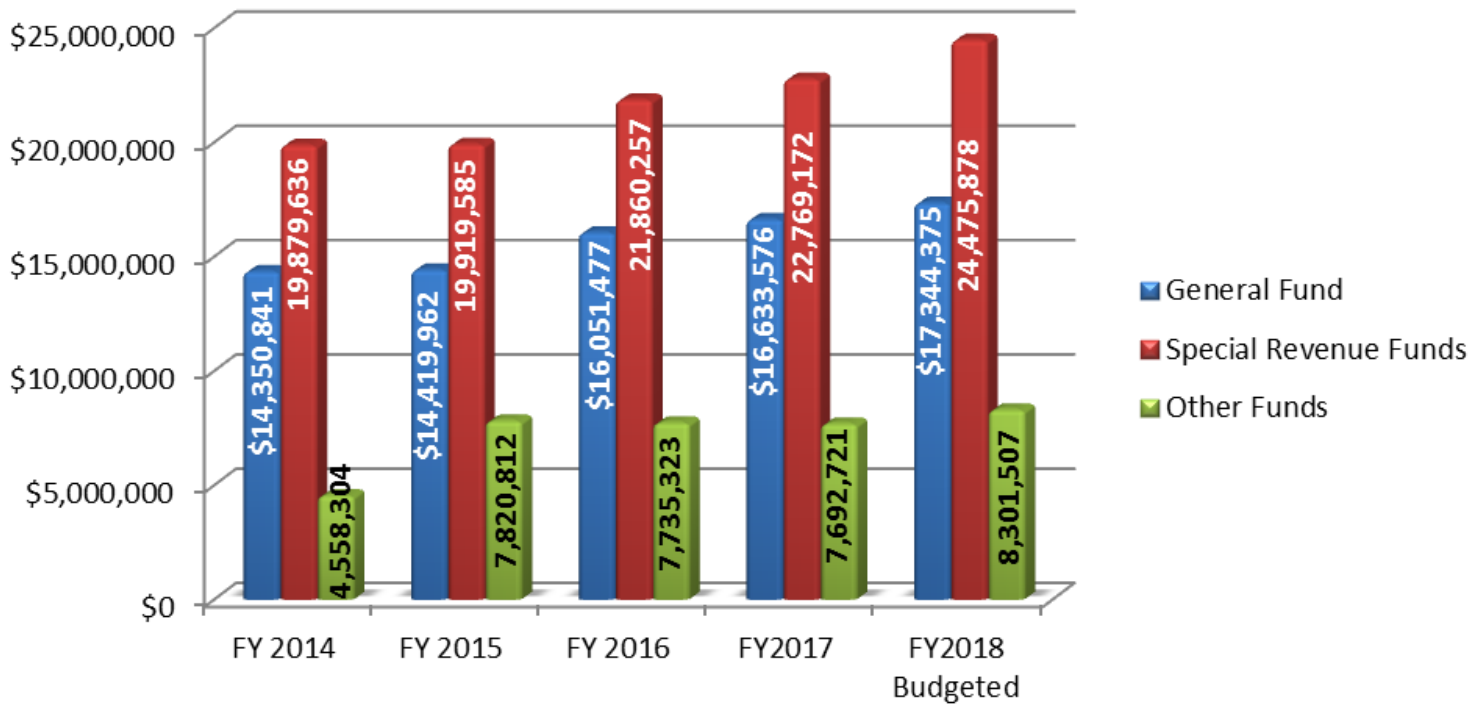
The budgeted charges for services include Recorder fees, Election Charges and charges for other miscellaneous services. Apache County expects these revenues to be consistent with the prior fiscal year.

Fines and Forfeits

These revenues are generated from the Justice and Superior Courts collection of fines. Apache County expects little fluctuation in its collection of fines and forfeits.



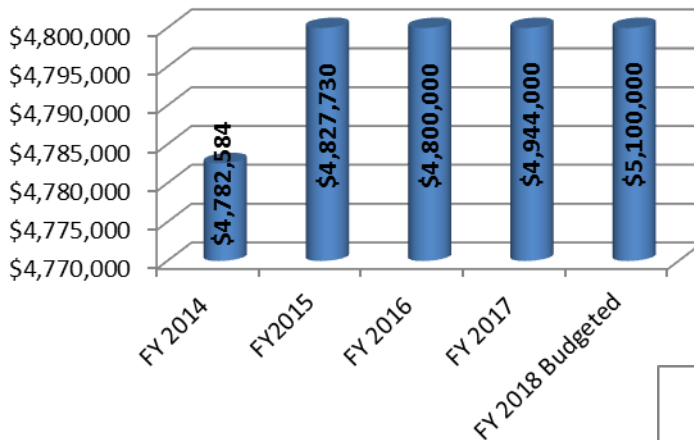
Apache County FY2014 – FY2018 Revenues



REVENUES:	FY 2014	FY 2015	FY 2016	FY2017	FY2018 Budgeted
General Fund	\$14,350,841	\$14,419,962	\$16,051,477	\$16,633,576	\$17,344,375
Special Revenue Funds	19,879,636	19,919,585	21,860,257	22,769,172	24,475,878
Other Funds	4,558,304	7,820,812	7,735,323	7,692,721	8,301,507
	\$38,788,780	\$42,160,359	\$45,647,057	\$47,095,469	\$50,121,760



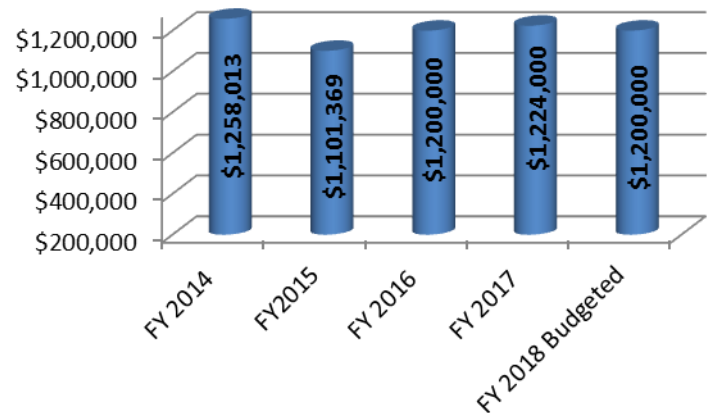
Apache County FY 2014 - FY 2018 State Shared Revenue



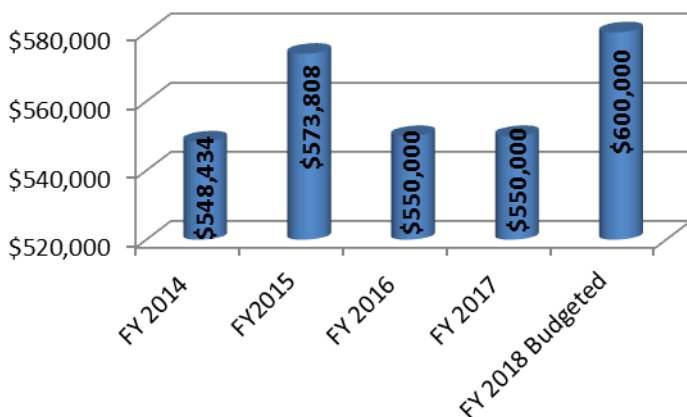
State Shared Revenue is a transaction privilege tax collected at the state level. The State legislature develops a formula in which the money is distributed to cities, towns, and counties. After the downturn of the economy, Apache County is now seeing an upward trend and continues to budget accordingly.

County Excise Tax is a half-cent sales tax charged on most goods sold in Apache County. The revenues produced from this tax are a good indicator of the overall economic condition of the County. Apache County has budgeted this revenue level with last fiscal year.

Apache County FY 2014 - FY 2018 County Excise Tax



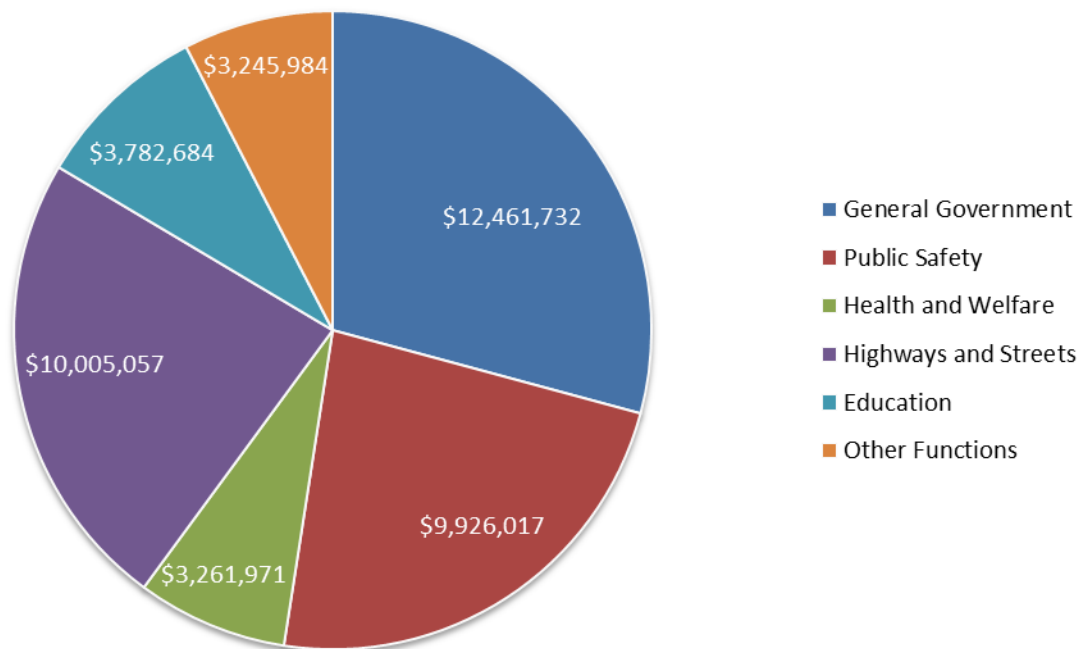
Apache County FY 2014 - FY 2018 Vehicle License Tax



Vehicle owners in Arizona pay a Vehicle License Tax, assessed in place of a personal property tax charged by other states. Revenues from the Vehicle License Tax are distributed as follows: State Highways 22.72%, County Roads 14.38%, City Roads 13.72%, County General Fund 24.59% and City/Town General Fund 24.59%. Apache County has budgeted this revenue \$50,000 higher than last fiscal year.

**EXPENDITURE ANALYSIS:**

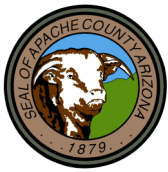
Apache County categorizes its expenditures in the following functions: General Government, Public Safety, Health and Welfare, Highways and Streets, Education, Debt Service, Culture and Recreation, and Sanitation. The County's total budgeted expenditures increased from \$53,417,659 in FY 2017 to \$57,906,767 in FY 2018, a difference of \$4,489,108.

FY 2017 Expenditures by Function

Apache County FY 2017 Expenditures by Function		
Function	Expenditures	Percentage of Total Expenditures
General Government	\$12,461,732	29%
Public Safety	\$9,926,017	23%
Health and Welfare	\$3,261,971	8%
Highways and Streets	\$10,005,057	23%
Education	\$3,782,684	9%
Other Functions	\$3,245,984	8%



Apache County Expenditures by Function General Fund - FY 2017			
Function	Organization	Organization Description	Transactions
General Government	100-0100	General Fund, Assessor	595,902.78
	100-0200	General Fund, Attorney	933,909.64
	100-0400	General Fund, Board of Supervisors - Gen	401,602.77
	100-0404	General Fund, Board of Supervisors - MGR	318,291.52
	100-0405	General Fund, Human Resources	166,864.70
	100-0407	General Fund, Wellness	2,805.74
	100-0408	General Fund, Records Management	13,726.69
	100-0461	General Fund, BOS - District I	242,417.58
	100-0462	General Fund, BOS - District II	200,640.25
	100-0463	General Fund, BOS - District III	213,105.19
	100-0700	General Fund, Clerk of Superior Court	523,825.40
	100-0918	General Fund, Constable, Puerco	72,961.34
	100-0919	General Fund, Constable, St Johns	6,116.41
	100-0920	General Fund, Constable, Round Valley	45,743.70
	100-1000	General Fund, Contingency	793,825.92
	100-1100	General Fund, Information Technology Service	461,550.51
	100-1101	General Fund, IT Capital Improvements	352,099.60
	100-1200	General Fund, Elections	443,753.73
	100-1400	General Fund, Finance	426,006.31
	100-1410	General Fund, Grant Management	30,216.32
	100-1500	General Fund, Grounds and Maintenance	792,243.21
	100-1600	General Fund, J.P. - Chinle	140,221.30
	100-1800	General Fund, J.P. - Puerco	294,075.23
	100-1900	General Fund, JP St. Johns	186,755.49
	100-1910	General Fund, SJ Magistrate	32,422.34
	100-2000	General Fund, JP Round Valley	278,369.76
	100-2020	General Fund, Springerville Magistrate	7,656.36
	100-2021	General Fund, Eagar Magistrate	2,727.13
	100-2200	General Fund, Communications	101,631.96
	100-2400	General Fund, Community Development	354,574.21
	100-2441	General Fund, County Fair	15,000.00
	100-2800	General Fund, Recorder	496,970.29
	100-2900	General Fund, Superior Court	445,266.51
	100-3000	General Fund, Public Defender	508,833.98
	100-3050	General Fund, Jury Fees and Expenses	85,164.57
	100-3100	General Fund, Treasurer	499,995.33
	100-8800	General Fund, Insurance	221,069.00
	100-9970	General Fund, Fleet Management	346,519.71
	General Government Totals		\$11,054,862.48



Apache County Expenditures by Function General Fund - FY 2017			
Function	Organization	Organization Description	Transactions
Public Safety	100-3500	General Fund,Adult Probation	281,716.00
	100-3700	General Fund,Juvenile Probation	219,295.00
	100-3900	General Fund,Sheriff	3,364,788.51
	100-3974	General Fund,Search and Rescue	2,093.85
	100-3983	General Fund,Dispatch Services	519,204.77
		Public Safety Totals	\$4,387,098.13
Health and Welfare	100-5140	General Fund,Public Fiduciary	\$98,180.86
	100-5400	General Fund,AHCCCS/ALTCS	\$757,562.33
		Health and Welfare Totals	\$855,743.19
Culture and Recreation	100-8500	General Fund,Agriculture Extension	18,750.00
		Culture and Recreation Totals	\$18,750.00
Education	100-9100	General Fund,School Superintendent	325,712.77
		Education Totals	\$325,712.77
		General Fund Totals	\$16,642,166.57

**CAPITAL ASSETS**

Capital assets are reported at actual cost. Donated assets are reported at estimated fair value at the time received.

Capitalization thresholds (the dollar values above which asset acquisitions are added to the capital asset accounts), depreciation methods, and estimated useful lives of capital assets reported in the government-wide statements are as follows:

	Capitalization Threshold		
Land	All		
Improvements other than buildings	\$5,000		
Construction in progress	\$5,000		
		Depreciation Method	Estimated Useful Life
Buildings	\$5,000	Straight Line	25-40 years
Machinery and equipment	\$5,000	Straight Line	5-8 years
Infrastructure	\$5,000	Straight Line	40-45 years

Due to the unstable position of the economy, Apache County has no significant nonrecurring capital expenditures budgeted for FY 2018.



The following schedule details the County's long-term liability and obligation activity for the year ended

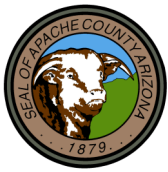
June 30, 2017:

Governmental Activities:	Balance <u>July 1, 2016</u>	<u>Additions</u>	<u>Reductions</u>	Balance <u>June 30, 2017</u>	Due within <u>1 Year</u>
Bonds Payable					
Library Bond	\$ 3,180,000	\$ -	\$ 575,000	\$ 2,605,000	\$ 605,000
GADA Loan	3,150,000	-	230,000	2,920,000	235,000
Total Bonds Payable	7,825,000	-	805,000	5,525,000	840,000
Capital Leases Payable	1,168,547		510,521	658,026	412,594
Compensated Absences Payable	<u>2,045,311</u>	1,199,456	1,203,880	2,040,887	904,348
Governmental Activities Long-term Liabilities	<u>\$ 10,771,272</u>	<u>\$ -</u>	<u>\$ 1,315,521</u>	<u>\$ 6,183,026</u>	<u>\$ 1,252,594</u>

Bonds- The County's bonded debt consists of various issues of general obligation and special assessment bonds that are noncallable with interest payable semiannually. Bond proceeds primarily pay for acquiring or constructing capital facilities. The County repays general obligation bonds from voter-approved property taxes and County savings.

Bonds outstanding at June 30, 2017, were as follows:

<u>Description</u>	<u>Original Amount</u>	<u>Maturity Ranges</u>	<u>Interest Rates</u>	<u>Outstanding Principal</u>
Library Bond	\$7,190,000	4/18/07-7/1/21	4.5 - 5.0%	\$2,605,000
GADA Loan	3,980,000	8/2008 - 8/2027	4.0 - 5.0%	<u>2,920,000</u>
				\$5,525,000



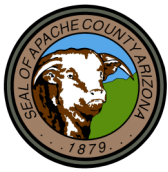
The following schedule details debt service requirements to maturity for the County's bonds payable at June 30, 2017:

Year Ending June 30,	GADA	
	<u>Loan</u>	
	Principal	Interest
2018	235,000	134,112
2019	250,000	122,363
2020	260,000	109,862
2021	270,000	99,463
2022+	1,905,000	325,769
Total	2,920,000	791,568

Year Ending June 30,	Library	
	<u>Bonds</u>	
	Principal	Interest
2018	605,000	117,225
2019	635,000	90,000
2020	665,000	61,425
2021	700,000	31,500
2022+		
Total	2,605,000	300,150

The following schedule details debt service requirements to maturity for the County's capital leases payable at June 30, 2017:

<u>Lease Purchase</u>	Year Ending June 30,	MOTOR (District 1) GRADER
	2018	23,382
	2019	138,382
	2020+	-
Total minimum lease pay- ments		161,764
Less amount representing interest		9,174
Present value of net mini- mum lease		\$ 152,590



The following schedule details debt service requirements to maturity for the County's capital leases payable at June 30, 2017:

<u>Lease Purchase</u>	Year Ending June 30,	Ally Finance FLEET SHERIFF VEHICLES
	2018	102,040
Total minimum lease payments		102,040
Less amount representing interest		5,675
Present value of net minimum lease		\$ 96,365

<u>Lease Purchase</u>	Year Ending June 30,	ELECTION EQUIPMENT
	2018	225,776
	2019	116,591
Total minimum lease payments		342,367
Less amount representing interest		34,887
Present value of net minimum lease		\$ 307,480

<u>Loan Purchase</u>	Year Ending June 30,	WELLS FARGO TYLER SOFTWARE
	2018	104,690
	2019	-
Total minimum lease payments		104,690
Less amount representing interest		3,090
Present value of net minimum lease		\$ 101,600

COUNTY PERSONNEL





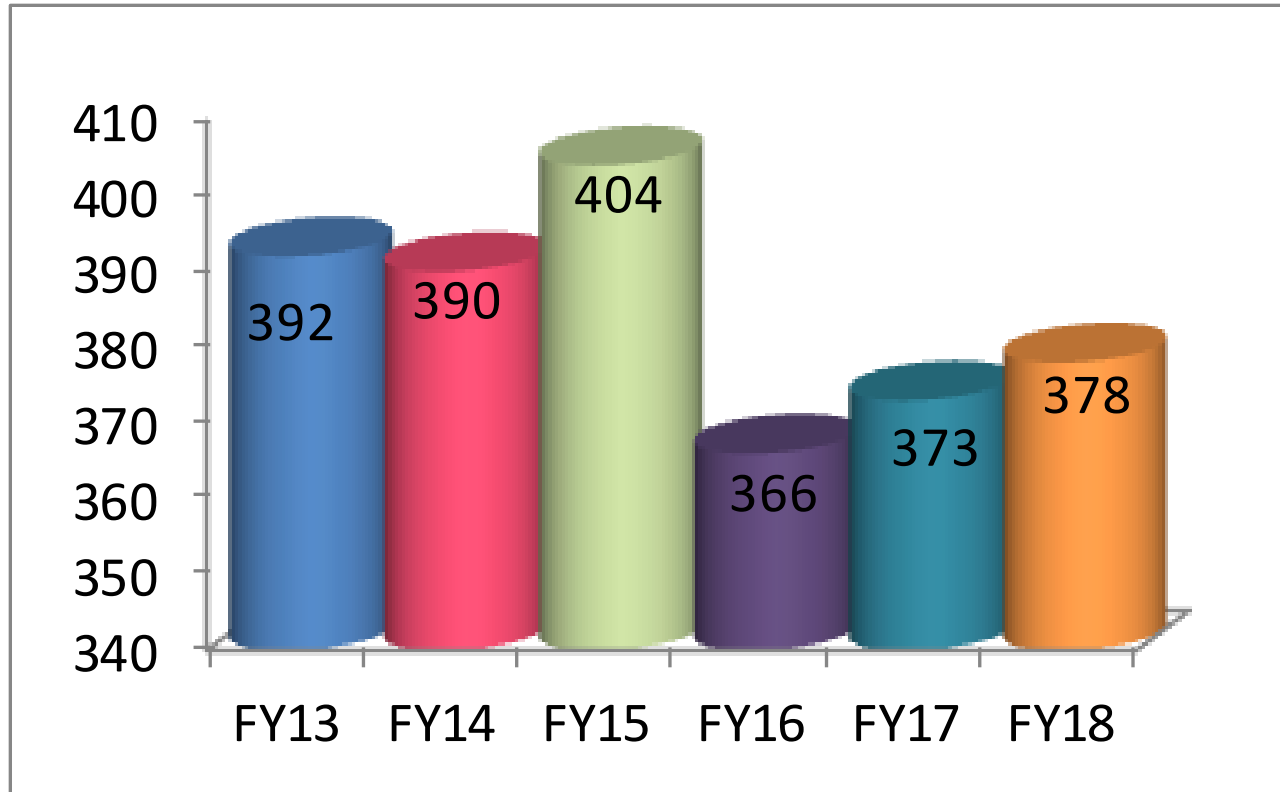
Apache County staffing levels decreased steadily from FY 2010 – FY 2014. Budget reductions, due to the economic downturn, are primarily responsible for this decrease.

An additional reason for a reduction of county personnel, is that FY 2012 was the final year of the county's seven-year secondary property tax override. The county went to voters during the 2010 and 2011 elections to request an extension to the override, but the question was rejected. The loss of this override created an additional reduction in positions for Fiscal Year 2013.

In FY 2018, Apache County has five additional positions than in FY 2017.

Position Count History

FY 2013 – FY 2018





DRAFT APACHE COUNTY
Full-Time Employees and Personnel Compensation
Fiscal Year 2018

	Full-Time Equivalent (FTE)	Employee Salaries and Hourly Costs	Employee Related Expenses	Total Estimated Personnel Compensation
FUND	2017	2017	2017	2017
GENERAL FUND	160.25 \$	6,823,665 \$	3,629,062 \$	10,452,726
SPECIAL REVENUE FUNDS	218.25 \$	7,361,780 \$	3,591,478 \$	10,953,258
TOTAL ALL FUNDS	378.5 \$	14,185,445 \$	9,364,722 \$	21,405,985

A photograph of a natural rock arch in a desert landscape. The arch is made of reddish-brown sandstone and is set against a clear blue sky. In the foreground, there are several green trees and some dry, scrubby vegetation. The arch is the central focus of the image, and the text 'TAX RATES' is overlaid on it in a white box with an orange border.

TAX RATES

APACHE COUNTY
RESOLUTION SETTING FY2017-2018 TAX LEVIES AND RATESRESOLUTION NO. 2017-13

TAX AUTHORITY NUMBER		FY18 TAX RATE	PRIMARY ASSESSED VALUE	EXPECTED AMOUNT PRODUCED	FY17 TAX RATE	ACTUAL RATE INCREASE (DECREASE) 2017/2018	RATE % INCREASE (DECREASE) 2017/2017
APACHE COUNTY							
Primary:							
02000	County	0.5857	461,828,178	2,704,928	0.5642	0.0215	3.81%
02001	State School Equalization (State Mandated)	0.4875	461,828,178	2,251,412	0.5010	(0.0135)	-2.69%
	Total Primary Rate	1.0732			1.0652	0.0080	0.75%
Secondary:							
52000	General Fund Override	-		-	-	-	-
14900	Library District	0.3094	461,828,178	1,428,896	0.3101	(0.0007)	-0.23%
29999	Public Health District	0.2500	461,828,178	1,154,570	0.1961	0.0539	27.49%
28000	Jail District	0.1996	461,828,178	921,809	0.2000	(0.0004)	-0.20%
28002	Juvenile Jail District	0.0897	461,828,178	414,260	0.0899	(0.0002)	-0.22%
58000	Jr. College Tuition	0.3750	461,828,178	1,731,856	0.2985	0.0765	25.63%
56000	Post Secondary Education	0.1400	461,828,178	646,559	0.1400	-	0.00%
15000	Flood Control	0.0845	186,679,335	157,744	0.0845	-	0.00%
14901	Library Construction Bond	0.1221	461,828,178	563,892	0.1233	(0.0012)	-0.97%
11900	Fire Dist. Assistance	0.0824	461,828,178	380,546	0.0815	0.0009	1.10%
	Total Secondary Rate	1.6527		7,400,134	1.5239	0.1288	8.45%
TOWN OF EAGAR							
04106	Primary	-		-	-	-	0.00%
54106	Secondary	-		-	-	-	0.00%
TOWN OF SPRINGVILLE							
04103	Primary	-		-	-	-	0.00%
54103	Secondary	-		-	-	-	0.00%
CITY OF ST. JOHNS							
04150	Primary	-		-	-	-	0.00%
54150	Secondary	-		-	-	-	0.00%
ST. JOHNS SCHOOL #1							
07001	Primary	3.7170	30,591,926	1,137,102	3.6025	0.1145	3.18%
57001	Secondary	0.6340	30,591,926	193,953	0.2907	0.3433	108.84%
	(Additional Assistance Override approved 2016)	0.3176			-	0.3176	100.00%
	(M&O Override Approved 2014)	0.3164			0.2907	0.0257	8.84%
67001	Class A Bonds	-		-	-	-	0.00%
77001	Class B Bonds	-		-	-	-	0.00%
87001	Adjacent Ways	-		-	-	-	0.00%
CONCHO SCHOOL #6							
05006	Primary	6.4510	20,349,791	1,312,765	6.7289	(0.2779)	-4.13%
55006	Secondary	-		-	-	-	0.00%
65006	Class A Bonds	-		-	-	-	0.00%
75006	Class B Bonds (payable 2007 - 2026)	0.5944	20,349,791	120,959	0.5613	0.0331	5.90%



TAX AUTHORITY NUMBER		FY18 TAX RATE	PRIMARY ASSESSED VALUE	EXPECTED AMOUNT PRODUCED	FY17 TAX RATE	ACTUAL RATE INCREASE (DECREASE) 2017/2018	RATE % INCREASE (DECREASE) 2017/2017
85006	Adjacent Ways	-		-	-	-	0.00%
	ALPINE SCHOOL #7						
05007	Primary	2.8554	15,807,829	451,377	1.6774	1.1780	70.23%
55007	Secondary	-		-	-	-	0.00%
65007	Class A Bonds	-		-	-	-	0.00%
75007	Class B Bonds	-		-	-	-	0.00%
85007	Adjacent Ways	-		-	-	-	0.00%
	WINDOW ROCK SCHOOL #8						
07008	Primary	-		-	-	-	0.00%
57008	Secondary	-		-	-	-	0.00%
67008	Class A Bonds	-		-	-	-	0.00%
77008	Class B Bonds (payable 2009 - 2022)	2.7414	12,166,555	333,534	2.4248	0.3166	13.06%
87008	Adjacent Ways	-		-	-	-	0.00%
	VERNON SCHOOL #9						
05009	Primary	6.9657	17,180,290	1,196,727	5.9589	1.0068	16.90%
55009	Secondary	-		-	-	-	0.00%
65009	Class A Bonds	-		-	-	-	0.00%
75009	Class B Bonds	-		-	-	-	0.00%
85009	Adjacent Ways	-		-	-	-	0.00%
	ROUND VALLEY SCHOOL #10						
07010	Primary	1.8040	322,805,797	5,823,417	1.3078	0.4962	37.94%
57010	Secondary (M&O Override approved 2012)	0.2663	322,805,797	859,632	0.2599	0.0064	2.46%
67010	Class A Bonds	-		-	-	-	0.00%
77010	Class B Bonds (payable 2009 - 2023)	0.0782	322,805,797	252,434	0.1593	(0.0811)	-50.91%
87010	Adjacent Ways	-		-	-	-	0.00%
07999	Minimum School Tax	0.3233	322,805,797	1,043,631	0.4074	(0.0841)	-20.64%
	SANDERS SCHOOL #18						
07018	Primary	-	18,666,004	-	-	-	0.00%
57018	Secondary	-		-	-	-	0.00%
67018	Class A Bonds	-		-	-	-	0.00%
77018	Class B Bonds	-		-	-	-	0.00%
87018	Adjacent Ways	-		-	-	-	0.00%
	GANADO SCHOOL #20						
07019	Primary	2.0911	19,259,831	402,742	-	2.0911	100.00%
57019	Secondary	-		-	-	-	0.00%
67019	Class A Bonds	-		-	-	-	0.00%
77019	Class B Bonds	-		-	-	-	0.00%
87019	Adjacent Ways	-		-	-	-	0.00%
	McNARY SCHOOL #23						



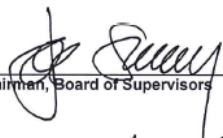
TAX AUTHORITY NUMBER		FY18 TAX RATE	PRIMARY ASSESSED VALUE	EXPECTED AMOUNT PRODUCED	FY17 TAX RATE	ACTUAL RATE INCREASE (DECREASE) 2017/2018	RATE % INCREASE (DECREASE) 2017/2017
05023	Primary	-	739,250	-	-	-	0.00%
55023	Secondary	-	-	-	-	-	0.00%
65023	Class A Bonds	-	-	-	-	-	0.00%
75023	Class B Bonds	-	-	-	-	-	0.00%
85023	Adjacent Ways	-	-	-	-	-	0.00%
CHINLE SCHOOL #24							
07024	Primary	4.0921	2,631,162	107,670	-	4.0921	100.00%
57024	Secondary	-	-	-	-	-	0.00%
67024	Class A Bonds	-	-	-	-	-	0.00%
77024	Class B Bonds	-	-	-	-	-	0.00%
87024	Adjacent Ways	-	-	-	-	-	0.00%
RED MESA SCHOOL #27							
07027	Primary	1.6075	1,629,743	26,198	-	1.6075	100.00%
57027	Secondary	-	-	-	-	-	0.00%
67027	Class A Bonds	-	-	-	-	-	0.00%
77027	Class B Bonds	-	-	-	-	-	0.00%
87027	Adjacent Ways	-	-	-	-	-	0.00%
11603	CONCHO FIRE DISTRICT	3.2500	3,655,817	118,814	3.1400	0.1100	3.50%
11604	GREER FIRE DISTRICT	2.7245	18,149,875	494,493	2.6400	0.0845	3.20%
11618	PUERCO VALLEY FIRE DISTRICT	3.2500	14,766,828	479,922	3.2500	-	0.00%
11619	GANADO FIRE DISTRICT	3.2500	19,259,831	625,945	3.2472	0.0028	0.09%
11605	ALPINE FIRE DISTRICT	2.1000	14,769,551	310,161	1.9000	0.2000	10.53%
11620	VERNON FIRE DISTRICT	3.2500	14,962,325	486,276	3.2500	-	0.00%
11621	NUTRIOSO FIRE DISTRICT	1.4775	7,950,134	117,463	1.4775	-	0.00%
21701	ALPINE SANITARY DISTRICT	2.3180	5,409,004	125,381	2.2268	0.0912	4.10%
16002	ALPINE DOMESTIC WID	-	-	-	-	-	0.00%
10251	NAVAPACHE HOSPITAL DISTRICT	-	-	-	-	-	0.00%
16000	OJO BONITO WATER DISTRICT	-	-	-	-	-	0.00%
16001	VERNON WATER DISTRICT	-	-	-	-	-	0.00%
21710	LITTLE COLO. SANITARY	0.2977	16,794,518	50,000	0.2985	(0.0008)	-0.27%
10260	WHITE MOUNTAIN HCD	0.4550	108,121,429	491,953	0.4550	-	0.00%
10270	NO. APACHE COUNTY HCD	3.8406	54,353,295	2,087,493	3.7769	0.0637	1.69%
30000	NO. ARIZONA VIT	0.0500	353,397,723	176,699	0.0500	-	0.00%
30001	NATIVE	0.0500	54,353,295	27,177	0.0500	-	0.00%
		RATE	NUMBER OF PARCELS	AMOUNT PRODUCED			
28003	CONCHO COUNTY IMPROVEMENT	\$ 80.00	681	54,480	\$80	-	0.00%




TAX
AUTHORITY
NUMBER

<u>FY18 TAX RATE</u>	<u>PRIMARY ASSESSED VALUE</u>	<u>EXPECTED AMOUNT PRODUCED</u>	<u>FY17 TAX RATE</u>	<u>ACTUAL RATE INCREASE (DECREASE) 2017/2018</u>	<u>RATE % INCREASE (DECREASE) 2017/2017</u>
----------------------	---------------------------------------	---	----------------------	--	---

APPROVED:


Chairman, Board of Supervisors

ATTEST:


Clerk, Board of Supervisors



BUDGET SCHEDULES

**Summary Schedule of Estimated Revenues and Expenditures/Expenses
Fiscal Year 2018
DRAFT APACHE COUNTY**

Fiscal Year		S c h	FUNDS						
			General Fund	Special Revenue Fund	Debt Service Fund	Capital Projects Fund	Permanent Fund	Enterprise Funds Available	Total All Funds
2017	Adopted/Adjusted Budgeted Expenditures/Expenses*	E	20,117,544	29,277,015	4,023,100				53,417,659
2017	Actual Expenditures/Expenses**	E	15,582,149	19,957,634	800,788				36,340,571
2018	Fund Balance/Net Position at July 1***		5,000,000	2,687,546	3,024,695				10,712,241
2018	Primary Property Tax Levy	B	2,704,928						2,704,928
2018	Secondary Property Tax Levy	B		6,917,575	646,559				7,564,134
2018	Estimated Revenues Other than Property Taxes	C	11,872,973	24,796,520	255,971				36,925,464
2018	Other Financing Sources	D				Total Enterprise Funds			
2018	Other Financing (Uses)	D							
2018	Interfund Transfers In	D	2,766,474	1,587,705					4,354,179
2018	Interfund Transfers (Out)	D	669,957	3,684,222					4,354,179
2018	Reduction for Amounts Not Available:								
LESS:	Amounts for Future Debt Retirement								
2018	Total Financial Resources Available		21,674,418	32,305,124	3,927,225				57,906,767
2018	Budgeted Expenditures/Expenses	E	21,674,418	32,305,124	3,927,225				57,906,767

EXPENDITURE LIMITATION COMPARISON

1. Budgeted expenditures/expenses
2. Add/subtract: estimated net reconciling items
3. Budgeted expenditures/expenses adjusted for reconciling items
4. Less: estimated exclusions
5. Amount subject to the expenditure limitation
6. EEC expenditure limitation

	2017	2018
1. Budgeted expenditures/expenses	\$ 53,417,659	\$ 57,906,767
2. Add/subtract: estimated net reconciling items	(15,322,755)	(15,522,755)
3. Budgeted expenditures/expenses adjusted for reconciling items	38,094,904	42,384,012
4. Less: estimated exclusions	22,000,000	26,238,902
5. Amount subject to the expenditure limitation	\$ 16,094,904	\$ 16,145,110
6. EEC expenditure limitation	\$ 16,471,560	\$ 16,668,114

** Includes actual amounts as of the date the proposed budget was prepared, adjusted for estimated activity for the remainder of the fiscal year.

*** Amounts on this line represent Fund Balance/Net Position amounts except for amounts not in spendable form (e.g., prepaids and inventories) or legally or contractually required to be maintained intact (e.g., principal of a permanent fund).

**DRAFT APACHE COUNTY
Tax Levy and Tax Rate Information
Fiscal Year 2018**

	<u>2016</u>	<u>2017</u>	<u>2018</u>
1. Maximum allowable primary property tax levy. A.R.S. §42-17051(A)	\$ 2,547,543	\$ 2,611,568	\$ 2,704,928
2. Amount received from primary property taxation in the current year in excess of the sum of that year's maximum allowable primary property tax levy. A.R.S. §42-17102(A)(18)			
3. Property tax levy amounts			
A. Primary property taxes	\$ 2,547,543	\$ 2,560,475	\$ 2,704,928
B. Secondary property taxes			
County Library	\$ 1,402,775	\$ 1,407,227	\$ 1,429,020
Public Health District	887,157	889,915	1,154,570
Jail District	980,861	907,582	921,637
Juvenile Jail District	406,726	408,042	414,361
Junior College Tuition	1,464,618	1,354,567	1,731,856
Post Secondary Education	573,293	635,308	692,742
Flood Control District	167,405	156,259	157,744
Libraries Construction Bond	516,103	559,416	646,559
Fire District Assistance	391,067	369,638	415,645
Total secondary property taxes	\$ 6,790,005	\$ 6,687,954	\$ 7,564,134
C. Total property tax levy amounts	\$ 9,337,548	\$ 9,248,429	\$ 10,269,062
4. Property taxes collected*			
A. Primary property taxes			
(1) Current year's levy	\$	\$ 2,483,661	
(2) Prior years' levies		81,260	
(3) Total primary property taxes	\$	\$ 2,564,921	
B. Secondary property taxes			
(1) Current year's levy	\$	\$ 6,487,315	
(2) Prior years' levies		171,515	
(3) Total secondary property taxes	\$	\$ 6,658,830	
C. Total property taxes collected	\$	\$ 9,223,751	
5. Property tax rates			
A. County tax rate			
(1) Primary property tax rate	0.5202	0.5642	0.5857
(2) Secondary property tax rate			
County Library	0.2859	0.3101	0.3094
Public Health District	0.1808	0.1961	0.2500
Jail District	0.2000	0.2000	0.1996
Juvenile Jail District	0.0829	0.0899	0.0897
Junior College Tuition	0.2985	0.2985	0.3750
Post Secondary Education	0.1168	0.1400	0.1400
Flood Control District	0.0845	0.0845	0.0845
Libraires Construction Bond	0.1052	0.1233	0.1221
Fire District Assistance	0.0797	0.0815	0.0900
(3) Total county tax rate	1.9545	2.0881	2.2460
B. Special assessment district tax rates			
Secondary property tax rates			

* Includes actual property taxes collected as of the date the proposed budget was prepared, plus estimated property tax collections for the remainder of the fiscal year.

**DRAFT APACHE COUNTY
Revenues Other Than Property Taxes
Fiscal Year 2018**

	ACTUAL REVENUES*	ESTIMATED REVENUES	ACTUAL REVENUES*	ESTIMATED REVENUES
SOURCE OF REVENUES	2016	2017	2017	2018
GENERAL FUND				
Taxes				
Interest on Delinquent Taxes	\$ 267,373	\$ 250,000	\$ 250,000	\$ 250,000
SRP Auto Lieu	7,448	8,000	6,719	8,000
Prior Year's Taxes	68,269	50,000	81,260	60,000
Licenses and permits				
Business Licenses	-	500	500	500
Variance Permits	5,800	1,000	2,900	1,000
Building Permits	75,758	80,000	176,748	80,000
Flood Plain Review	-	200	200	200
Subdivision Fees	-	500	500	500
Minor Division Fees	5,000	5,000	2,175	5,000
Intergovernmental				
Federal PILT	1,616,327	1,804,079	1,616,327	1,900,856
State Reimb. JP Salaries	42,400	42,400	42,400	42,400
VLT Auto Lieu	550,000	550,000	550,000	600,000
State Shared Revenue	4,800,000	5,100,000	4,944,000	5,100,000
County Excise Tax	1,219,000	1,224,000	1,224,000	1,200,000
Lottery	550,050	550,050	550,050	550,050
Liquor License	1,519	1,500	1,500	1,500
Charges for Magistrate	71,433	114,918	79,317	-
Charges for Services	258,842	258,842	258,842	258,842
St. in Lieu of Tax	-	2,056	306	2,056
Charges for services				
Recorder	35,000	56,000	67,718	60,000
Election Charges	20,000	20,000	292,532	10,000
Other Service Fees	4,481	10,000	8,000	
Fines and forfeits				
Defensive Driving	78,195	40,000	93,095	50,000
JP Surcharge	34,000	34,000	34,000	34,000
JP Puerco	220,000	220,000	220,000	220,000
JP Round Valley	80,000	80,000	80,000	80,000
JP St. Johns	16,097	18,000	18,000	15,000
JP Chinle	20,159	25,000	25,000	25,000
Clerk of the Court	48,470	55,000	55,000	40,000
Fines	-	1,000	1,000	1,000
Unclaimed/Forfeited Bonds	-	2,000	2,000	1,000
Investments				
Interest Earnings	4,242	6,000	10,471	10,000
Rents, royalties, and commissions				
Rents	16,873	12,000	22,639	22,000
Contributions				
Salt River Project - Primary	1,094,380	1,216,508	1,185,118	1,227,569
Miscellaneous				
Vending Machine Fees	-	300	300	600
Puerco Constable Fees	420	600	600	300
St. Johns Constable Fees	587	300	300	600
RV Constable Fees	-	600	600	3,000
Fiduciary Fees	1,760	3,000	3,000	-
Chinle Constable Fees	-	-	-	5,000
BOS Land Sales	-	-	16,154	-
Auction Proceeds	18,407	5,000	11,000	7,000
Other	15,974	7,000	23,000	-
Total General Fund	\$ 11,248,264	\$ 11,855,353	\$ 11,957,271	\$ 11,872,973

* Includes actual revenues recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus

**DRAFT APACHE COUNTY
Revenues Other Than Property Taxes
Fiscal Year 2018**

	ACTUAL REVENUES*	ESTIMATED REVENUES	ACTUAL REVENUES*	ESTIMATED REVENUES
SOURCE OF REVENUES	2016	2017	2017	2018
SPECIAL REVENUE FUNDS				
Road Fund				
Highway User Revenue Funds	\$	\$ 6,700,000	\$ 7,040,374	\$ 7,400,000
VLT Auto Lieu		2,200,000	2,200,000	2,400,000
Other Road Fund Revenues		537,000	261,000	778,000
Total	\$	\$ 9,437,000	\$ 9,501,374	\$ 10,578,000
Library District Fund				
Preceding Year's R.E. Taxes	\$ 41,747	\$ 40,000	\$ 47,037	\$ 40,000
E-Rate	36,458	43,601	43,601	43,601
State Grant	25,000	29,170	25,000	25,000
Federal Grant	-	-	-	-
SRP Contribution	601,466	655,498	651,374	648,472
Other Service Fees	11,347	11,350	12,394	11,350
Fees/Fines	4,210	4,500	4,924	4,500
Donations	9,133	8,230	-	8,230
Other Miscellaneous	600	600	300	600
Interest Earning	1,119	2,000	1,087	2,000
Total	\$ 731,080	\$ 794,949	\$ 785,717	\$ 783,753
Jail District				
Preceding Year's R.E. Taxes	\$ 34,000	\$ 35,000	\$ 33,462	\$ 35,000
Inmate Housing	467,551	500,000	19,413	500,000
Federal Inmate Housing	-	-	-	-
Salt River Project	420,754	422,766	420,106	419,180
Total	\$ 922,305	\$ 957,766	\$ 472,981	\$ 954,180
Juvenile Jail District				
Preceding Year's R.E. Taxes	\$ 12,000	12,000	14,487	\$ 12,000
Salt River Project	170,000	190,033	188,838	188,002
Juvenile Jail District Housing	-	500	159	500
Interest Earnings	500	800	305	800
Total	\$ 182,500	\$ 203,333	\$ 203,789	\$ 201,302
Junior College				
Preceding Year's R.E. Taxes	41,171	30,000	47,511	30,000
State Tuition Assistance	\$ 699,300	\$ 699,300	\$ 699,300	699,300
Salt River Project	630,978	630,978	627,008	785,963
Total	\$ 1,371,449	\$ 1,360,278	\$ 1,373,819	\$ 1,515,263
Post Secondary Education				
Preceding Year's R.E. Taxes	14,897	30,000	20,000	30,000
Salt River Project	\$ 245,720	\$ 295,936	\$ 294,074	293,426
Total	\$ 260,617	\$ 325,936	\$ 314,074	\$ 323,426
Flood Control				
SRP	\$ 12,790	\$ 17,978	\$ 17,978	17,978
Preceding Year's R.E. Taxes	5,875	4,000	9,018	4,000
Total	\$ 18,665	\$ 21,978	\$ 26,996	\$ 21,978
Fire District Assistance				
SRP	\$	\$ 172,182	\$ 171,193	\$ 188,631
Total	\$	\$ 172,182	\$ 171,193	\$ 188,631
Health District				
SRP	380,361	384,904	411,914	523,976
Tuberculosis	12,000	12,500	12,500	12,700
CHIPP	90,000	73,860	73,860	73,860
State Mini Grants (GOHS)	11,109			
Vital Records	50,000	55,000	55,000	62,000
STD Prevention	6,036	6,036	6,036	6,036
Teen Pregnancy Prevention	187,420	187,420	187,420	187,420
AZ Nutrition Network	80,696	70,000	70,000	70,000
Immunizations	50,000	50,000	50,000	67,019
Immunization Fees	55,000	60,000	60,000	60,000
Tobacco Prevention	185,000	185,000	185,000	185,000
Smoke-Free AZ	74,588	74,588	74,588	74,588
WIC	102,996	102,996	102,996	94,413
CDMSP	-			
Family Planning	24,000	22,000	22,000	22,300
Health Start	135,250	135,250	150,250	135,250
Volunteer Recruitment	-			
Bioterrorism (PHEP)	208,920	193,293	218,293	208,918
Environmental Fees - ADHS	25,000	25,000	25,000	25,000
Septic Certification ADEQ	20,000	20,000	20,000	20,000
Future Grants		300,000	-	100,000
Total	\$ 1,698,376	\$ 1,957,847	\$ 1,724,857	\$ 1,928,480

**DRAFT APACHE COUNTY
Revenues Other Than Property Taxes
Fiscal Year 2018**

	ACTUAL REVENUES*	ESTIMATED REVENUES	ACTUAL REVENUES*	ESTIMATED REVENUES
SOURCE OF REVENUES	2016	2017	2017	2018
Other Funds				
Law Library	\$ 11,980	\$ 24,385	\$	\$
HAVA	-	50,000	200	1,000
Limestone Pit	-	-	-	250,000
Forest Thinning EECO	-	350,000	336,000	350,000
Transit Funds	-	100,000	-	100,000
Misc. Revenue	-	1,100,000	-	1,100,000
Attorney Grants	-	1,000	-	1,000
Sheriff's Grants	117,667	793,000	58,324	1,587,500
Forest Fees	749,268	950,000	-	500,000
Emergency Services	138,637	301,761	241,761	390,420
Juvenile High Risk Court	55,245	60,000	52,252	66,248
Extra Juvenile Diversion Fees	12	100	20	100
Criminal Justice, Attorney	109,804	65,324	107,779	110,000
RICO, State & Other	6,229	20,000	30,000	30,000
Norviel Decree	13,924	20,000	13,503	20,000
DP Services, Schools	373,330	376,487	376,487	389,207
Local Court Automation	23,567	20,091	19,701	40,000
Jail Enhancement	128,396	200,000	120,000	200,000
State Aid to Probation	168,437	124,925	122,010	132,353
Family Counseling	8,301	14,192	15,194	13,986
Accent/Attorney	71,222	91,315	20,765	92,114
Adult Probation Services	100,470	132,000	98,525	119,616
CASA	53,707	50,227	49,000	58,709
Adult IPS	299,523	293,418	197,000	299,469
Juvenile Treatment Services	83,444	81,552	143,480	119,886
Juvenile Probation Services	1,354	5,000	674	660
JIPS	69,739	69,935	68,761	70,420
Recorder's Surcharge	6,526	8,955	23,000	25,000
Diversion Fees	-	550	906	1,055
Adult Probation Enhancement	236,730	268,888	162,424	279,461
Accent/Sheriff	327,574	500,000	201,000	226,506
Victim's Compensation	23,996	64,160	40,608	31,731
Superior CT. Docket Storage	4,913	8,000	4,031	20,000
Victim's Assistance/Rights	49,386	52,762	4,554	30,017
Fair & Legal Employment	8	45,000	-	45,000
Bad Check Prosecution	564	-	15,482	18,000
Detention Equalization	194	30,000	387	30,000
Victim's Comp - Restitution	3,285	52,535	4,140	55,000
Jail Services	96,910	150,000	74,015	150,000
Victim's Comp - Subrogation	-	25,000	100	25,000
Field Trainer	25,000	1,834	25,000	25,000
Extra Adult Probation Fees	205	500	32	500
Extra Juvenile Probation Fees	30	100	46	100
Drug Treatment & Ed	13,255	9,481	9,724	14,258
Diversion Intake	36,150	29,443	1,000	1,000
Diversion Consequence	37,619	38,615	26,351	32,984
Drug Testing	15,697	45,710	22,883	82,711
Case Processing Assistance	9,917	9,313	10,313	14,398
JCEF	34	50,000	-	50,000
Community Punishment	63,596	41,791	38,000	54,803
Prosecution Recovery	43,990	47,406	28,534	65,137
Fill the Gap, Attorney	4,085	7,000	3,893	7,000
Fill The Gap, Courts	71,377	218,027	66,988	205,658
Fill The Gap, Indigent Defense	1	10,000	-	10,000
Fill The Gap, Court Administration	20,575	33,500	19,173	33,500
Title 1	3	22,000	100	22,000
Prosecution Recovery Sup Ct.	9,225	12,000	8,200	50,000
Prosecution Recovery COC	13,746	47,406	12,000	48,000
Attorney Diversion	138,027	13,033	177,904	180,000
Cinder Pit	77	30,000	-	-
CDBG	-	400,000	-	300,000
Waste Tire Disposal	-	125,000	-	125,000
Total	\$ 3,836,951	\$ 7,692,721	\$ 3,052,224	\$ 8,301,507
Total Special Revenue Funds	\$ 9,021,943	\$ 22,923,990	\$ 17,627,024	\$ 24,796,520
DEBT SERVICE FUNDS				
Library District GOB				
SRP	\$ 221,316	\$ 260,584	\$ 258,996	\$ 255,971
Total Debt Service Funds	\$ 221,316	\$ 260,584	\$ 258,996	\$ 255,971

**DRAFT APACHE COUNTY
Revenues Other Than Property Taxes
Fiscal Year 2018**

	ACTUAL REVENUES*	ESTIMATED REVENUES	ACTUAL REVENUES*	ESTIMATED REVENUES
SOURCE OF REVENUES	2016	2017	2017	2018
CAPITAL PROJECTS FUNDS				
	\$	\$	\$	\$
Total Capital Projects Funds	\$	\$	\$	\$
PERMANENT FUNDS				
	\$	\$	\$	\$
Total Permanent Funds	\$	\$	\$	\$
ENTERPRISE FUNDS				
	\$	\$	\$	\$
Total Enterprise Funds	\$	\$	\$	\$
TOTAL ALL FUNDS	\$ 20,491,523	\$ 35,039,927	\$ 29,843,291	\$ 36,925,464

* Includes actual revenues recognized on the
modified accrual or accrual basis as of the date

DRAFT APACHE COUNTY
Other Financing Sources/Uses and Interfund Transfers
Fiscal Year 2018

FUND	OTHER FINANCING 2018		INTERFUND TRANSFERS 2018	
	SOURCES	<USES>	IN	<OUT>
GENERAL FUND				
County Library District	\$	\$	\$ 228,889	\$
Road Fund			951,154	
Public Health District			428,559	105,688
Post Secondary Education			107,128	
Junior College			848,570	
Emergency Management Match				40,420
Flood District			75,173	
Accent/Sheriff - Match				49,202
Victim's Assistance/Rights Match				4,583
Family Counseling				3,271
Drug Testing				3,503
Juvenile Jail District			127,001	463,290
Total General Fund	\$	\$	\$ 2,766,474	\$ 669,957
SPECIAL REVENUE FUNDS				
County Library District	\$	\$	\$	\$ 528,889
Road Fund				1,268,902
Limestone Pit			250,000	
Public Health District			105,688	428,559
GIS			67,748	
Post Secondary Education				107,128
Junior College				1,048,570
Flood District				75,173
Emergency Management Match			40,420	
Accent/Sheriff - Match			49,202	
Victim's Assistance/Rights Match			4,583	
Family Counseling			3,271	
Drug Testing			3,503	
Jail District			600,000	
Juvenile Jail District			463,290	227,001
Total Special Revenue Funds	\$	\$	\$ 1,587,705	\$ 3,684,222
DEBT SERVICE FUNDS				
Loans	\$	\$	\$	\$
Total Debt Service Funds	\$	\$	\$	\$
CAPITAL PROJECTS FUNDS				
	\$	\$	\$	\$
Total Capital Projects Funds	\$	\$	\$	\$
PERMANENT FUNDS				
	\$	\$	\$	\$
Total Permanent Funds	\$	\$	\$	\$
ENTERPRISE FUNDS				
	\$	\$	\$	\$
Total Enterprise Funds	\$	\$	\$	\$
TOTAL ALL FUNDS	\$	\$	\$ 4,354,179	\$ 4,354,179

**DRAFT APACHE COUNTY
Expenditures/Expenses by Fund
Fiscal Year 2018**

FUND/DEPARTMENT	ACTUAL EXPENDITURES/ EXPENSES* 2016	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2017	ACTUAL EXPENDITURES/ EXPENSES* 2017	BUDGETED EXPENDITURES/ EXPENSES 2018
GENERAL FUND				
Assessor	\$ 528,973	\$ 623,722	\$ 586,836	\$ 623,722
Attorney	878,489	936,603	954,205	1,066,603
Administration	2,161,319	1,885,115	1,984,564	1,885,115
District #1	225,215	234,139	224,598	234,139
District #2	157,842	234,139	170,907	234,139
District #3	133,518	159,714	194,918	234,139
Clerk of the Court	485,868	542,506	492,843	542,506
Constable Chinle	-	13,521	-	-
Constable Puerco	69,705	74,517	67,917	74,517
Constable St. Johns	22,860	30,118	6,672	-
Constable Round Valley	25,123	30,118	41,032	52,663
Contingencies	324,813	3,000,000	-	3,999,769
Data Processing	442,508	480,519	429,641	480,519
IT Capital Imp. & Software Maintenance	223,218	1,512,277	385,886	2,522,647
Elections	449,902	412,744	466,465	305,057
Ground & Maintenance	713,255	820,056	744,163	820,056
J.P. Chinle	152,319	164,080	131,664	164,080
J.P. Puerco	266,974	284,638	272,023	313,242
J.P. St. Johns	177,651	183,531	174,001	185,939
SJ Magistrate	25,099	37,917	30,798	37,917
J.P. Round Valley	245,156	236,406	259,615	296,492
Springerville Magistrate	15,612	40,275	6,850	40,275
Eagar Magistrate	15,051	-	-	-
Communication Specialist	90,207	100,543	96,205	100,543
Community Development	368,870	397,990	337,293	397,990
Recorder	509,206	492,230	468,722	492,230
Superior Court	394,532	436,261	415,405	436,261
Public Defenders	471,542	400,000	498,159	440,000
Jury Fees & Expenses	108,589	112,031	62,990	112,031
Jury Trial Costs	-	20,915	-	20,915
Support & Care of Persons	-	5,729	-	-
Treasurer	397,885	489,615	449,249	489,615
Probation/Adult	287,471	281,716	280,292	281,716
Probation/Juvenile	189,972	219,295	217,575	219,295
Sheriff	2,932,403	2,947,656	3,238,631	2,947,656
Dispatch Services	-	480,000	480,000	480,000
AHCCCS/ALTCS	1,089,800	1,098,700	801,995	469,520
Vehicle Replacement	-	300,000	263,325	300,000
Legal Svcs./Judgments	25,098	25,098	-	-
Insurance	210,000	-	-	-
School Superintendent	222,438	331,216	304,816	331,216
IDEA Secure Care	13,967	41,894	41,894	41,894
County Fair	20,000	-	-	-
Total General Fund	\$ 15,072,449	\$ 20,117,544	\$ 15,582,149	\$ 21,674,418

SPECIAL REVENUE FUNDS

Law Library	\$ -	\$ 24,385	\$ 20,000	\$ 24,385
HAVA	-	50,000	8,054	4,000
Roads				
Engineer	574,643	620,000	506,933	620,000
District #1	1,473,129	2,029,146	1,606,359	2,189,113
Carryover Reserve, District #1	715,000	489,371	179,126	680,026
District #2	1,703,453	2,029,146	1,673,162	2,189,113
Carryover Reserve, District #2	300,000	259,047	51,365	464,979
District #3	2,462,857	3,061,518	2,530,171	3,132,872
Carryover Reserve, District #3	677,738	711,897	795,563	458,178
HURF Support	-	-	-	170,000
Liability Insurance	270,195	273,000	294,758	273,000
Contingency	40,595	254,039	36,125	450,402
Other Expenditures				600,000
RAC Grant		150,000		150,000
Forest Thinning - EECO	-	350,000	86,298	350,000
Limestone Pit	268,081	350,000	322,326	500,000
GIS	66,326	66,326	64,319	67,748
Transit Funds	-	100,000	-	-
Misc Revenue	-	1,100,000	-	1,100,000
Victim's Interest Fund	326	1,000	-	1,000
Sheriff's Grants	90,876	793,000	58,000	1,587,500
Forest Fees	749,268	950,000	-	500,000
Emergency Management	178,400	301,761	234,351	340,420
Juvenile High Risk Court	44,645	60,000	12,324	60,447
Extra Juvenile Diversion	-	100	-	100
Criminal Justice, Attorney	121,182	65,324	105,707	110,000
RICO, State & Other	11,000	20,000	10,582	30,000
Norviel Degree	13,859	20,000	15,345	20,000
DP Services, Schools	373,330	376,487	50,368	389,207
Local Court Automation	21,193	20,091	23,299	20,285
Jail Enhancement	61,559	200,000	171,082	200,000
State Aid To Probation	154,751	170,016	127,006	141,496
Family Counseling	9,227	11,904	7,369	13,986
Accent/Attorney	86,384	91,315	82,334	92,115
Adult Probation Fees	109,338	86,230	137,470	119,616
CASA	42,069	50,227	45,308	30,300
Adult Intens. Supervision	274,170	293,418	282,522	299,469
Juvenile Treatment Services	75,751	81,552	133,164	119,886
Juv. Probation Fees	9,269	5,000	3,822	7,500
J.I.P.S.	62,436	69,935	66,789	99,943
Recorder's Sur-Charge	21,674	8,955	13,431	25,000
Diversion Fees, Juv Probation		-	-	1,055
Adult Prob. Enhancement	236,730	268,888	172,464	270,799
Accent/Sheriff	433,913	500,000	366,742	226,506
Victim's Compensation	33,934	64,160	51,082	31,731
S. Court Docket Storage	-	8,000	3,790	20,000
Victim's Assist./Rights	47,308	52,535	48,470	30,017
Fair & Legal Employment	41,732	45,000	-	45,000
Bad Check Prosecution	-	-	16,795	18,000
Detention Equalization	69	30,000	480	30,000
Victim's Comp - Restitution	-	52,535	-	55,000
Jail Services	87,123	150,000	82,504	150,000
Victim's Comp - Subrogation	-	25,000		25,000
Field Trainer	24,002	1,834	24,639	26,022
Extra Adult Probation Fees	-	500	-	500
Extra Juvenile Probation Fees	-	100	-	100
Drug Treatment & Education	12,439	9,481	10,557	14,258
Diversion Intake - Probation	34,490	29,443		1,000
Diversion Consequence	32,182	38,615	26,063	32,984
Drug Testing	20,744	45,710	34,582	82,711
Case Processing Assistance	10,009	11,000	13,842	12,868
JCEF	-	50,000		50,000
Community Punishment	62,635	41,791	52,029	54,803
Prosecution Recovery	57,018	41,407	59,937	65,137
Fill the Gap, Attorney	1,000	7,000		7,000
Fill The Gap, Courts	166,533	218,027	221,746	205,658
Fill The Gap, Indigent Defense	-	10,000		10,000
Fill The Gap, Court Administration	-	33,500		33,500
Title 1	-	22,000		22,000
Prosecution Recovery Sup Ct.	-	12,000		50,000
Prosecution Recovery COC	-	47,406		48,000
Attorney Diversion	101,126	13,033	92,062	180,000
Cinder Pit	-	30,000		30,000

Waste Tire Disposal	27,993	125,000		125,000
Special Road Projects	-	126,000		126,000
CDBG	-	400,000	80,000	300,000
County Library				
Contingency		100,000	-	100,000
Operating	1,397,228	1,687,165	1,462,157	1,687,165
Building Project	70,807	220,800	19,023	220,800
State Grant	25,000	29,170	25,025	25,000
Federal E-Rate	47,631	59,448	26,822	59,448
Donations	11,719	37,630	5,995	37,630
Public Health District				
Contingency	-	300,000	-	300,000
Health Services	597,962	594,483	494,064	1,249,965
Tuberculosis	12,000	12,500	10,266	12,700
Injury Prevention (CHIPP)	90,000	73,860	51,987	73,860
GOHS-Health	11,109			
Vital Records	50,000	55,000	58,554	62,000
STD Prevention	6,036	6,036	6,200	6,036
Teen Pregnancy Prevention	187,420	187,420	174,045	187,420
AZNN	80,698	70,000	59,198	70,000
CDMSP	3,500			
Immunization	148,143	151,000	138,259	148,611
Tobacco Prevention	185,000	185,000	143,472	185,000
Smoke Free AZ	74,588	74,588	69,316	74,588
WIC	102,996	102,996	104,758	94,413
Family Planning	24,000	22,000	10,037	22,300
Health Start	135,250	150,250	127,248	135,250
Volunteer Recruitment	3,500			
PHEP	208,920	218,293	185,153	208,918
Environmental Health, ADHS	67,343	71,410	51,484	53,909
Environmental Health, ADEQ	63,243	67,660	45,621	49,757
Medical Examiner	151,340	151,340	124,600	151,340
Future Grants	300,000	300,000		100,000
Jail District	2,315,634	2,200,000	2,254,769	2,200,000
Juvenile Jail District	570,457	637,714	637,714	1,145,854
Junior College Tuition	2,600,650	1,900,000	1,733,550	2,030,000
Post Secondary Education	819,696	819,793	680,500	850,665
Flood Control	60,000	145,484	145,201	145,484
Fire District Assistance	534,118	541,820		604,276
Total Special Revenue Funds	\$ 23,449,692	\$ 29,277,015	\$ 19,957,634	\$ 32,305,124
DEBT SERVICE FUNDS				
GADA Loan	\$	\$ 3,300,000	\$ 78,563	\$ 3,200,000
Library District GOB	715,625	723,100	722,225	727,225
Total Debt Service Funds	\$ 715,625	\$ 4,023,100	\$ 800,788	\$ 3,927,225
CAPITAL PROJECTS FUNDS				
	\$	\$	\$	\$
Total Capital Projects Funds	\$	\$	\$	\$
PERMANENT FUNDS				
	\$	\$	\$	\$
Total Permanent Funds	\$	\$	\$	\$
ENTERPRISE FUNDS				
	\$	\$	\$	\$
Total Enterprise Funds	\$	\$	\$	\$
TOTAL ALL FUNDS	\$ 39,237,766	\$ 53,417,659	\$ 36,340,571	\$ 57,906,767

DRAFT APACHE COUNTY
Expenditures/Expenses by Department
Fiscal Year 2018

DEPARTMENT/FUND	ACTUAL EXPENDITURES/ EXPENSES* 2016	ACTUAL EXPENDITURES/ EXPENSES* 2017	BUDGETED EXPENDITURES/ EXPENSES 2018
SHERIFF:			
General Fund	\$ 2,932,403	\$ 3,718,631	\$ 3,427,656
Sheriff's Grants	90,876	58,000	1,587,500
Jail Enhancement	61,559	171,082	200,000
ACCENT/Sheriff	433,913	366,742	226,506
Jail Services, Sheriff's Canteen	87,123	82,504	150,000
Jail District	2,315,634	2,254,769	2,200,000
Department Total	\$ 5,921,508	\$ 6,651,728	\$ 7,791,662
ENGINEER			
Roads	\$ 8,485,691	\$ 7,673,562	\$ 11,227,683
RAC Grant	-	150,000	150,000
Limestone Pit	-	322,326	500,000
GIS	66,326	64,319	67,748
Transit Fund	-	-	-
Cinder pit	-	-	30,000
Flood Control	60,000	145,201	145,484
Special Roads	-	-	126,000
Department Total	\$ 8,612,017	\$ 8,355,408	\$ 12,246,915
HEALTH SERVICES:			
Public Health District	\$ 2,503,048	\$ 1,854,262	\$ 3,186,067
Department Total	\$ 2,503,048	\$ 1,854,262	\$ 3,186,067

INDIGENT HEALTH

General Fund	\$	1,089,800	\$	801,995	\$	469,520
Department Total	\$	<u>1,089,800</u>	\$	<u>801,995</u>	\$	<u>469,520</u>

COUNTY LIBRARY:

Library District	\$	1,552,385	\$	1,539,022	\$	2,130,043
Debt Service, Library Bond		<u>715,625</u>		<u>722,225</u>		<u>727,225</u>
Department Total	\$	<u>2,268,010</u>	\$	<u>2,261,247</u>	\$	<u>2,857,268</u>

SCHOOL SUPERINTENDENT:

General Fund	\$	222,438	\$	304,816	\$	331,216
IDEA Secure Care		<u>13,967</u>		<u>41,894</u>		<u>41,894</u>
Department Total	\$	<u>236,405</u>	\$	<u>346,710</u>	\$	<u>373,110</u>

\$	<u>39,237,766</u>	\$	<u>36,491,626</u>	\$	<u>57,906,767</u>
----	-------------------	----	-------------------	----	-------------------

Includes actual expenditures/expenses

DRAFT APACHE COUNTY
Full-Time Employees and Personnel Compensation
Fiscal Year 2018

FUND	Full-Time Equivalent (FTE) 2017	Employee Salaries and Hourly Costs 2017	Retirement Costs 2017	Healthcare Costs 2017	Other Benefit Costs 2017	Total Estimated Personnel Compensation 2017
GENERAL FUND	160.25	\$ 6,823,665	\$ 1,484,878	\$ 1,562,279	\$ 581,904	\$ 10,452,887
SPECIAL REVENUE FUNDS						
County Library	28.5	\$ 684,674	\$ 72,163	\$ 254,616	\$ 54,411	\$ 1,065,892
Roads	96	2,998,555	341,835	809,098	322,509	4,472,092
Health Services	25.5	960,491	100,454	263,328	76,359	1,400,658
GIS	1	46,018	5,292	12,888	3,907	68,106
Sheriff's Grants						
Emergency Services	1	34,552	3,974	6,744	2,695	47,966
Juvenile High Risk Court	1	52,027	1,731	168	4,032	57,959
Criminal Justice, Attorney	1.25	62,233	7,157	10,753	4,848	84,992
D.P. Services Schools	4	280,632	32,273	45,408	21,889	380,206
Local Court Automation	0.5	14,179	1,630	3,372	1,104	20,286
State Aid to Probation	3	87,054	20,318	25,776	8,349	141,500
Accent/Attorney	0.8	71,976	8,277	6,255	5,607	92,116
Probation Services	1.7	43,440	10,139	15,466	4,166	73,211
CASA	0.5	19,746	2,271	6744	1,538	30,300
Adult Intensive Supervision	3.5	126,525	27,240	35,892	12,134	201,795
Juvenile Treatment Services	1	57,189	6,577	6,744	4,455	74,966
J.I.P.S	1.5	65,549	12,043	16,560	5,791	99,945
State Adult Enhancement Fund	3	149,351	34,858	42,336	14,322	240,871
Accent/Sheriff	3	125,670	55,434	32,520	12,881	226,509
Victim's Assistance	0.7	20,604	2,369	5,439	1,606	30,018
Detention Equalization						
Field Trainer	0.5	16,931	1,947	5,825	1,319	26,023
Drug Treatment and Education	0.3	6,025	692.9	3,222	1318.89	11,259
Diversion Intake						
Diversion Consequence	0.8	22,017	2,532	5,058	2,111	31,719
Drug Testing	0.7	23,850	4,104	3,950	2,065	33,969
Case Processing Assistance	0.2	10,767	1238.12	29	834.39	12,868
Community Punishment	0.3	9,672	1,112	1,686	927	13,398
Prosecution Recovery Attorney	0.7	48,370	5,563	7,436	3,768	65,137
Fill the Gap, Courts	2.5	99,097	11,396	13,272	7,806	131,574
Attorney Diversion	1.5	48,238	5,547	16,395	3,758	73,939
Jail District	32	1,017,153	146,027	277,248	98,739	1,539,199
Juvenile Jail District	1.3	159,197	18,307	16,260	11,239	205,004
Total Special Revenue Funds	218.25	\$ 7,361,780	\$ 944,502	\$ 1,950,487	\$ 696,489	\$ 10,953,476
DEBT SERVICE FUNDS						
		\$	\$	\$	\$	\$
Total Debt Service Funds		\$	\$	\$	\$	\$
CAPITAL PROJECTS FUNDS						
		\$	\$	\$	\$	\$
Total Capital Projects Funds		\$	\$	\$	\$	\$

DRAFT APACHE COUNTY
Full-Time Employees and Personnel Compensation
Fiscal Year 2018

FUND	Full-Time Equivalent (FTE) 2017	Employee Salaries and Hourly Costs 2017	Retirement Costs 2017	Healthcare Costs 2017	Other Benefit Costs 2017	Total Estimated Personnel Compensation 2017
PERMANENT FUNDS						
		\$	\$	\$	\$	\$
Total Permanent Funds		\$	\$	\$	\$	\$
ENTERPRISE FUNDS						
		\$	\$	\$	\$	\$
Total Enterprise Funds		\$	\$	\$	\$	\$
INTERNAL SERVICE FUND						
		\$	\$	\$	\$	\$
Total Internal Service Fund		\$	\$	\$	\$	\$
TOTAL ALL FUNDS	378.5	\$ 14,185,445	\$ 2,429,380	\$ 3,512,766	\$ 1,278,393	\$ 21,406,363



GLOSSARY



AACo (Arizona Association of Counties) - Founded in 1968, AACo is the only state organization that represents all of the county officials and the governments they serve in the State of Arizona.

Accrual Basis of Accounting - A method of accounting in which revenues are recorded when measurable and earned, and expenses are recognized when a good or service is used.

Adopted Budget - A plan of financial operations approved by the Board of Supervisors and established by resolution which reflects approved tax rates, estimates of revenues, expenditures, transfers, departmental objectives and performance/workload indicators for a fiscal year.

Agency Funds - These funds account for assets held by an entity in a trustee capacity or as an agent for individuals, private organizations, other governmental organizations or other funds. This is a type of fiduciary fund.

AHCCCS - An acronym for "Arizona Health Care Cost Containment System." Arizona counties make a contribution to the State-managed AHCCCS system based on a formula proscribed by State law. The AHCCCS program provides indigent health care.

ALTCS - An acronym for "Arizona Long-Term Care System" which provides indigent long-term care. Counties make a contribution to ALTCS based on a formula established by State law.

Annual Financial Audit - The independent review of the financial position and reporting procedures of a local government entity. Apache County is audited by the State Auditor General.

Annualize - To calculate the full-year cost of any budget changes made mid-fiscal year for the purpose of adding that cost to a prepared annual budget.

Appropriation - An authorized amount approved by the Board of Supervisors for a specified unit or agency of the County government against which expenditures may be incurred and obligations made for specific purposes within a specified fiscal year.

Assessed Valuation - The valuation of real estate or certain personal property for purposes of taxation, which is a statutorily determined percentage of market value.

Assessment Ratio - The ratio at which the tax rate is applied to the tax base.

Asset - Resources owned or held by a government which have monetary value.

Balanced Budget - A budget in which the sum of estimated net revenues and appropriated fund balances are equal to appropriated expenditures.



Bond - A long-term promise to repay a specified amount (on the face of the bond) on or by a particular date; used primarily to finance capital projects.

Bond Refinancing - The payoff and re-issuance of bonds in order to obtain an improved interest rate and/or bond conditions.

Budget - A plan for financial activity for a specified period of time.

Budget Amendment - A change to the Adopted Budget for the purposes of re-allocating appropriations during a fiscal year.

Budgetary Basis - The basis of accounting used by a government agency to estimate financing sources and uses in its budget, which are generally GAAP, cash or modified cash accrual basis.

Budget Calendar - The schedule of key dates which a government follows in the preparation and adoption of its budget.

Budgetary Control - The management of a government in accordance with its approved budget for the purpose of keeping expenditures within the limitations of available appropriations and resources.

Capital Assets - Assets of a determined value (\$5,000 or more for Apache County) which generally have an assigned useful life of several years; also called fixed assets.

Capital Outlay - An expenditure used from a department's operating budget for the acquisition of a capital asset. A capital asset is an item that costs \$5,000 or more and has an assigned useful life of at least one year. Capital assets should be budgeted and itemized in the capital outlay object codes.

Capital Project - A major construction, acquisition or renovation activity which adds value to a government's physical assets or significantly increases its useful life; also called a capital improvement.

Capital Projects Fund - A type of governmental fund established to account for expenditures related to capital projects.

Capitalized Interest - A portion of the proceeds of an issue that is set aside to pay interest in the securities for a specified period of time. Interest is commonly capitalized for the construction period of a revenue-producing project and sometimes for a period thereafter, so that debt service expense does not begin until the project is expected to be operational and producing revenues. Sometimes referred to as —funded interest.||



Capitalization Threshold - The dollar values above which asset acquisitions are added to the capital asset accounts.

Carry Forward - Cash available at the end of the fiscal year.

Cash Basis - A basis of accounting in which transactions are recognized only when cash is increased or decreased.

Chart of Accounts - A chart that assigns a unique number to each type of transaction (e.g., salaries or property taxes) and to each budgetary unit in the organization. The chart of accounts provides a system for recording revenues and expenditures that fits the organizational structure and adheres to statutory and financial reporting requirements.

Commodities - Expendable items that are consumable or have a short life span, such as office supplies, gasoline, and small equipment.

Compensated Absences - Compensated absences are absences for which employees will be paid, such as vacation, sick leave, or other leave.

Consumer Price Index - A statistical description of price levels provided by the U.S. Department of Labor and used as a measure of the increase in the cost of living to reflect economic inflation.

Contingency - A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted.

Contractual Services - Services rendered to a government by private firms, individuals or other governmental agencies, e.g. rents, maintenance agreements and professional consulting services.

County Sales Tax - A general excise tax levied on all applicable categories of sales expressed as a percentage of the State Sales Tax.

Debt Service Fund - A fund used to account for the accumulation of resources and payments of general long-term debt principal and interest; such as that associated with general obligation and special assessment.

Deficit - The excess of an entity's liabilities over its assets or the excess of expenditures or expenses over revenues during a single accounting period.



Department - An organizational unit directed by a director or elected official. In terms of financial structure, departments can have multiple funding sources (i.e. general fund, special revenues etc.) and are approved for specified uses.

Depreciation - This is the amount of expense charged against earnings by an organization to write off the cost of a capital asset over its useful life, giving consideration to wear and tear, obsolescence and salvage value. If the expense is assumed to be incurred in equal amounts in each business period over the life of the asset, the depreciation method used is straight line(SL).

Designated Fund Balance - Current operating funds that have been limited for a specific purpose by specific action of the Board of Supervisors for fiscal reserve purposes or by an administrative unit authorized by the Board to designate funds.

Employee Related Expenditures (ERE) - The ERE included in the Adopted Budget are the County's share of an employee's fringe benefits and taxes. ERE provided by Apache County include FICA (Social Security), Medicare, employee and dependent health insurance, dental, vision, unemployment, life insurance, retirement and workers compensation.

Encumbrance - A reservation of funds for an anticipated expenditure prior to actual payment of that specific item. Funds usually are reserved or encumbered with a purchase order prior to the actual cash payment being disbursed.

Enterprise Fund - A proprietary fund established to account for governmental facilities and services that are entirely or predominantly self-supporting by user charges; or when the governmental unit has decided periodic determination of revenues earned, expenses and/or net income is appropriate, (i.e., governmentally owned utilities.)

Election Officials Association (EOA) - is an alert service which informs and updates state, city, and other elections and voter registration officials regarding legislation, regulations, court decisions, and Justice Department rulings which affect the conduct of voter registration or elections administration.

Expenditure - A decrease in net financial resources. Expenditures include payment in cash for current operating expenses, capital outlays and debt service.

Expenditure Limit - In 1980 the Arizona Constitution was amended to limit the expenditures for counties and other local governments. Adjustments are allowed for increases in inflation or deflation and population growth. Set expenditure limitations can only be adjusted by a vote of the constituents.

Expense - Charges incurred for operations, maintenance, interest or other charges.



Fees - Charges for direct receipt of a public service on the party receiving the service.

Fiduciary Fund - Fund held by a governmental unit in a fiduciary capacity for an external party.

Financial Accounting Standards Board (FASB) - Financial Accounting Standards Board. This private, non-profit organization is responsible for determining standards of accounting principles. These principles are commonly referred to as the Generally Accepted Accounting Principles (GAAP).

Function - A group of related activities aimed at accomplishing a major service or regulatory program for which a government is responsible (e.g., public safety).

Fiscal Policy - A government agency's adopted policy for managing revenues, spending and debt related to the government services and programs it provides and its capital investment; fiscal policy establishes agreed-upon principles and guidelines for the planning and programming of government budgets and their funding.

Fiscal Year (FY) - the 12-month period to which the annual operating budget applies. The Apache County fiscal year begins July 1 and ends June 30. The County's fiscal year is expressed in terms of the ending date, for example, "FY 2011" refers to the fiscal year that begins July 1, 2010 and ends June 30, 2011.

Full Accrual Accounting - A basis of accounting in which revenue is recognized when earned and expenses are recognized when incurred.

Full-Time Equivalent (FTE) - A value equivalent to the number of employees paid full time (forty hours per week, or from 2,080 to 2,096 hours per year – depending on the calendar). A half-time position that is paid 20 hours per week equates to a .5 FTE.

Fund - A fiscal and accounting entity with a self-balancing set of accounts which is segregated for the purpose of carrying on specific activities or objectives in accordance with specific regulations, restrictions, or limitations. The County has several funds. Governmental accounting information is organized into funds, each with separate revenues, expenditures, and fund balances.

Fund Balance/Equity - The difference between a fund's assets and its liabilities. Portions of the fund balance may be reserved for various purposes, such as contingencies or encumbrances, carried forward into the next fiscal year, or reverted back to a granting agency if such is contractually stipulated.

Fund Transfers - Transferring monies between funds is a tool for maintaining a structurally balanced budget.



Greater Arizona Development Authority (GADA) - Created by the Arizona Legislature in 1997 to assist local and tribal governments and special districts with the development of public infrastructure.

GASB 34 - Refers to Statement 34 issued by the Government Accounting Standards Board which establishes new requirements for the annual financial reports of State and local governments. The statement was developed to make annual reports easier to understand and more useful to the people who use governmental financial information to make their decisions (or who may do so in the future): legislators, their staff and members of oversight bodies; investors, creditors and others who provide resources to governments; and citizen groups and the public in general.

Generally Accepted Accounting Principles (GAAP) - These are the uniform minimum standards for financial accounting and reporting, reflecting the rules and procedures that define accepted accounting principles.

General Fund - A fund accounting for all financial resources of the County that serves as the County's primary operating fund.

General Obligation (GO) Bond - General Obligation Bonds must be approved by a majority of Apache County residents. They are sold to raise funding for capital expenditures. Funding for repayment would be provided by the County's secondary debt service property tax levy.

Geographic Information System (GIS) - A geographic information system (GIS) is a system designed to capture, store, manipulate, analyze, manage, and present all types of geographical data.

Goal - A goal is the purpose towards which an endeavor is directed. A goal supports a department's Mission Statement and a County-wide priority. Goals should include expected performance levels (i.e. citizen satisfaction levels, turnaround times, efficiencies, etc.) and are results-oriented, specific, state outcomes in measurable terms and attainable within a specifically stated time frame.

Governmental Accounting Standards Board (GASB) - An independent not-for-profit organization that is responsible for issuing accounting standards for state and local governments.

Governmental Finance Officers Association (GFOA) - The Government Finance Officers Association (GFOA), founded in 1906, represents public finance officials throughout the United States and Canada. The association's nearly 18,000 members are federal, state/provincial, and local finance officials deeply involved in planning, financing, and implementing of thousands of governmental operations in each of their jurisdictions.



Governmental Fund - A generic classification used by GASB to refer to all funds other than proprietary and fiduciary funds. The General Fund, Special Revenue Funds, Capital Projects Funds, and Debt Service funds are the types of funds referred to as governmental funds. Governmental funds are said to be expendable; that is, resources are received and expended, with no expectation that they will be returned through user or departmental charges. Revenues and expenditures (not expenses) of governmental funds are recognized on the modified accrual basis of accounting.

Grant - A contribution made by one governmental unit or other organization to another to support a specific function. Grants may be classified as either operational or capital, depending upon the grantee.

Grant Revertment - When a government entity in receipt of a grant reverts any unexpended funds from the grant award to the granting agency.

Help America Vote Act (HAVA) - The Help America Vote Act of 2002 (HAVA) is civil rights legislation to ensure voters are treated equally across the United States of America. The significant changes brought about by HAVA improve the elections process significantly.

Highway User Revenue Fund (HURF) - This revenue is derived from the gas tax, a portion of which is returned to counties by the State.

Improvement District - In accordance with Arizona Revised Statute Title 48, Chapter 6, a special district created for the purpose of, among other actions, maintaining, landscaping, grading, regarding or otherwise improving the whole or any portion of one or more streets in the proposed district.

Incremental Budgeting - A budgeting process in which precedent determines how funds will be allocated among departments and programs. Under incremental budgeting, increases in allocations usually occur in small increases over past levels.

Indirect Cost - A fixed or overhead cost that cannot be attributed directly to the production of a particular item and is incurred even when there is no output. Indirect costs may include the cost center functions of finance and accounting, information technology, administration and personnel.

Infrastructure - The physical assets of a government (for example streets or bridges).

Intergovernmental Revenue - Revenues from other governments, such as the State and Federal government, in the form of grants, entitlements, shared revenues or payments in lieu of taxes



Internal Service Funds - One or more funds that account for the goods and services provided by one department to another within government on a cost-reimbursement basis. This is a type of proprietary fund.

Land Development - Capital improvements to preserve land or to enhance its public use. This includes fencing, outdoor lighting, drainage/storm runoff, and planting vegetation, as well as forest thinning.

Lease Purchase - This method of financing allows the County to construct or acquire property and pay for it over a period of time by installment payments rather than an outright purchase. The time payments include an interest charge, which is typically lower than standard rates because the recipient does not have to pay income tax on the interest.

Levy - To impose taxes for the support of governmentally provided services.

Levy Limit - In 1980 the Arizona Constitution was amended to limit the amounts which could be levied on property by counties and other local governments.

Liability - Resources owned by a government which have monetary value.

Limited Appointment - A position whose appointment is made for a specific project within a specific time frame. Limited appointments must be for no more than 24 months in duration.

Line Item Budget - A budget that reflects appropriation by specific expenditure categories.

Long-Term Debt - This is all debt, including bonds, debentures, bank debt, mortgages, and capital lease obligations with a repayment period greater than one year.

Lottery Revenue - The State allocates a portion of the lottery proceeds to counties based on a formula.

Major Fund - A fund consisting of: 10% or more of the associated total revenues, expenditures/expenses, assets or liabilities of all governmental or all enterprise funds, and 5% or more of revenues, expenditures/expenses, assets or liabilities of all governmental funds and enterprise funds.

Marginal Cost - The additional cost of providing service to one more resident or consumer. Once capacity is reached, additional service capacity must be funded, and marginal cost increases substantially.

Mission Statement - A clear, concise statement of purpose for the entire County or department. The mission's focal point is broad, yet distinctly describes the County or department goals.



Modified Accrual Basis of Accounting - A type of accounting in which revenue is recognized when it is measurable and available to finance the expenditures of the current period and expenditures are generally recorded when the related fund liability is incurred (with some exceptions).

Net Present Value (NPV) - A method used to calculate the economic value of capital projects. NPV uses a discount rate to take account of the discrepancy between the present costs of undertaking a project and its future stream of benefits. The greater the NPV of a project, the more economically attractive it will be.

Object Code - Identifies the expenditure type (e.g., cash, accounts payable, salaries and wages etc.).

Obligations - Amounts which a government may be legally required to meet out of its resources, including both actual liabilities and encumbrances not yet paid.

Operating Budget - That portion of a budget which deals with recurring expenditures such as salaries, electric bills, postage, printing and duplicating, paper supplies, and gasoline. Taken together, the operating and the capital budgets should equal the total amount of spending for the fiscal period.

Operating Expenses - The cost for personnel, materials and equipment required for a department to function.

Operating Revenue - Funds that the government receives as income to pay for ongoing day-to-day operations; includes taxes, fees from specific services, interest earnings and grant revenues.

Payment in Lieu of Taxes (PILT) - This revenue is received from the Federal government by counties with public lands. Some counties have a large percentage of their area in public lands, and find themselves responsible for providing services to thousands of visitors each year. This revenue partially offsets those expenses incurred from public land use, and compensates for revenue lost due to the presence of public, non-taxable Federal property in a county.

Performance Indicators - Specific quantitative and qualitative measures of work performed as an objective of specific departments or programs.

Performance Measure - As defined by GFOA, a specific quantitative measure or qualitative assessment of results obtained through a program or activity. It summarizes the relationship between inputs and outputs in achieving outcomes with respect to effectiveness, cost (efficiency) and quality.

Performance Measurement - As defined by GFOA, a process for determining how a program is accomplishing its mission, goals, and objectives through the delivery of products, services, or processes.



Personnel Services - A category of expenditures within the budget that includes salaries, benefits, temporaries, and overtime etc.

Personal Property - For property tax purposes in Arizona, personal property is designated as all types of property except land, buildings or other real property improvements. Taxable personal property includes movable items used for agricultural, commercial, industrial or rental residential purposes. Personal property is not attached permanently to real property and may be removed by its owner without damage to the real property. Mobile homes are also personal property unless the owners file an affidavit affixing the mobile home to their real property.

Pledged Revenues - These are moneys obligated for the payment of debt service and the making of other deposits required by the bond contract.

Gross pledge or gross revenue pledge - A pledge that all revenues received will be used for debt service prior to deductions for any costs or expenses.

Net pledge or net revenue pledge - A pledge that net revenues will be used for payment of debt service.

Northern Arizona Council of Governments (NACOG) - Northern Arizona Council Of Governments is a nonprofit membership corporation representing local governments to provide a wide variety of services within the four Arizona counties of Apache, Coconino, Navajo, and Yavapai.

Position - A single specific instance of a job class, whether occupied or vacant, involving duties entailing the services of one person. A position may be full or part-time as reflected in the FTE value.

Primary Property Taxes and Values - Primary or "limited" values are used to calculate primary property taxes which are collected to fund the maintenance and operation of school districts, community college districts, counties, cities and State government. Primary values and taxes are both "limited" as to how much they can increase if no changes have been made to the property.

Program - A set of activities that have a common purpose that produces results for customers. Programs are described in the Department Description and are aligned with the department's Mission and Goals.

Program Budget - A budget which allocates money to the functions or activities of a government rather than to specific items of cost to specific departments.

Property Tax System - Arizona's property tax system is unique in that it uses two types of property values for taxing purposes; primary and secondary (see definitions of each). Property taxes are applied to each \$100 of assessed valuation on real and personal property.



Proposed Budget - A plan of financial operations submitted by the County Manager to the Board of Supervisors. This plan reflects estimated revenues, expenditures, transfers, and departmental goals, objectives, and performance/workload indicators.

Proprietary Funds - Sometimes referred to as income determination non-expendable, or commercial-type funds. They are used to account for a government's ongoing organizations and activities that are similar to those often found in the private sector (enterprise and internal service funds). Revenues and expenses (not expenditures) are accounted for on the full accrual basis.

Public Hearing - An open meeting regarding proposed operating or capital budget allocations which provides citizens with an opportunity to voice their views on the merits of the proposals.

Real Property - Real estate, including land and improvements (buildings, fencing, paving) classified for purposes of assessment.

Regressive Tax - A tax that is relatively more burdensome on lower-income households.

Reserves - Fund balances that cannot be used for recurring expenditures but are available for emergency or onetime expenditures.

Resolution - A special or temporary order of a legislative body; an order of a legislative body requiring less legal formality than an ordinance or statute.

Resources - The total amount available for appropriation including estimated revenues, fund transfers and beginning fund balances.

Revenue - An increase in assets or financial resources.

Revenue Bond - A bond that is payable from a specific source of revenue and to which the full faith and credit of an issuer with taxing power is not pledged. Revenue bonds are payable from identified sources of revenue and do not permit the bondholders to compel taxation or legislative appropriation of funds not pledged for payment of debt service. Pledged revenues may be derived from operation of the financed project, grants and excise or other specified non ad-valorem taxes.

Secondary Property Taxes and Values - Secondary or "full cash" values are synonymous to market values. They are used to calculate secondary property taxes to support voter-approved budget overrides, bond issues and other debt service, such as special districts.

Service Area - These are made up of departments with similar goals and priorities with a common purpose and common issues to address.



Service Level - Services or products which comprise actual or expected output of a given program. Focus is on results, not measures or workload.

Services - A service is the productive outcome that the customer receives from a department.

Source of Revenue - Revenues are classified according to their source or point of origin.

Special Assessment - A tax or levy customarily imposed against only those specific parcels of real estate that will benefit from a proposed public improvement like a street or sewer.

Special Revenue Fund - A fund that accounts for the proceeds of specific revenue sources (other than major capital projects) that is legally restricted to specific-purpose expenditures.

State Shared Sales Tax - Sales Tax collected by the State and distributed to cities and counties based on a formula set by State statute.

Strategic Goal - A strategic goal translates resources into significant results to be achieved over the next two-five years providing the basis for evaluating the department as a whole.

Tax Levy - The resultant product when the tax rate per one hundred dollars of assessed value is multiplied by the tax base.

Taxes - Compulsory charges levied by a government for the purpose of financing services performed for the common benefits of the people. This term does not encompass special assessments.

Tentative Budget - A preliminary adoption of the budget that sets the expenditure —ceiling|| that legally cannot be exceeded during a given fiscal year.

Title III - These are a portion of National Forest Fee revenue allocated by the board.

Trend - A documented recurrence of a measurable events or circumstances over time that is increasing, decreasing or even staying the same. The size of the number of occurrences often determines whether the recurrences constitute a trend.

Unencumbered Fund Balance - Amount of an appropriation neither expended nor encumbered; generally available for future purposes.

Variable Cost - A cost that increases or decreases relative to increases/decreases in the amount of service provided.

Vehicle License Tax - Also known as Auto-Lieu, a tax paid to the State by drivers when registering vehicles as part of the total registration cost, a portion of which is returned to the counties by the State.